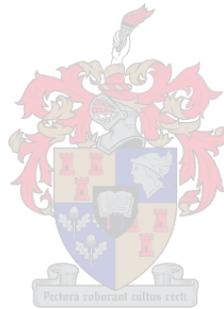# CRITICAL LEADER BEHAVIOUR IN THE EMERGING SOUTH AFRICAN ECONOMY

by

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Thesis presented in partial fulfilment of the requirements for the degree of Masters of Commerce in the Faculty of Economic and Management Sciences (Industrial Psychology) at Stellenbosch University

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December 2014

DECLARATION

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ABSTRACT

Leadership is, without a doubt, one of the most valuable commodities in business. It is no secret that organisations depend greatly on leaders for their success, and that the effectiveness of the organisation is related to the effectiveness of its leaders. Organisations worldwide are continuously searching for the finest leaders to organise and lead their organisation to optimal performance.

However, leadership is much more complex than initially meets the eye. A great many researchers have conducted decades of research on the topic and have not yielded irrefutable evidence on leadership. Although research has succeeded in defining different types of leadership and leader influencing, and power tactics, the characteristics, behaviour and situational factors of effective leadership are still under contention. The phenomenal complexity and elusive character of the leadership construct should be considered as a problem whose resolution would greatly enrich our knowledge. For social and organisational psychologists, understanding leadership, its behaviours and processes, forms a fundamental, if not chief element of group and organisational processes. These processes can arguably lead to group, and thus organisational effectiveness.

In this study, leadership is explored from the basis of social learning theory and focused specifically on South Africa's emerging economy. Bandura, the founder of social learning theory, advocates that people learn their behaviour by observing those who are superior and desirable to them, and then imitate their behaviour. According to this theory, leaders have a very direct effect on the behaviour of their subordinates, which enables them to mould employee behaviour by being a good role model. In addition, literature on leadership has corroborated that role modelling is one of the most effective influencers on employee behaviour. This study attempts to uncover which leadership behaviours is conducive to organisational effectiveness. This information can be useful to all other potential or current leaders in the South African economy, and the insights gained from the study can be used as a valuable framework from which they can lead their organisations through their own behaviour.

The objective of this research project is thus to come to a deeper understanding of what the critical leadership behaviour in the emerging South African economy looks like. Through

acknowledging the complexity of human behaviour and the leadership construct we want to comprehend what behaviour it is that makes leaders successful. Individual, in-depth interviews with a number of South Africa's most successful business leaders is seemingly the best method of uncovering what these 'effective leader behaviours' are. These interviews create an understanding of how successful leaders view leadership and what behaviour they (as the experts on leadership behaviour) deem important.

The repertory grid interview technique is utilised in this qualitative study, to uncover how these leaders perceive leadership. This is an attempt at coming closer to understanding what the cunning logic of nature's design looks like, in terms of effective leader behaviour.

This study focuses on South Africa in the current emerging economy, and aims at providing insights into the specific leader behaviour that is conducive to organisational effectiveness. These insights can be used as a starting point from which leaders can cultivate their own behaviour to mould a desired organisational culture, and reach organisational objectives.

OPSOMMING

Leierskap is ongetwyfeld een van die sakewêreld se waardevolste kommoditeite. Dit is algemene kennis dat organisasies baie afhanklik van goeie leierskap vir organisatoriese sukses is. Daar kan ongetwyfeld aangevoer word dat die effektiwiteit van organisasies direk aan die effektiwiteit van sy leiers gekoppel is. Organisasies wêreldwyd is voortdurend op soek na die beste leiers om hul besighede te organiseer, te inspireer en tot optimale prestasie te lei.

Leierskap is egter baie meer kompleks as wat dit aanvanklik voorkom. Dekades se navorsing oor leierskap kon tot op hede nog nie onweerlegbare bewyse rakende leierskap lewer nie. Alhoewel navorsing al der duisende verskillende definisies van leierskap, leierskapstipes, beïnvloedingstaktieke en magstaktieke opgelewer het, kon navorsing oor leierskap nog nie daarin slaag om definitiewe leierskapsgedrag, leiereienskappe of situasionele faktore wat aan effektiewe leierskap gekoppel is, te bepaal nie. Die enorme kompleksiteit en ontwykende aard van die leierskapskonstruk behoort vir die besigheidswêreld 'n probleem te wees waarvan die oplossing baie waardevol sal wees. Bedryfsielkundiges sal veral baie baat vind by die volledige begrip van leierskap en die gedrag en prosesse wat daarmee gepaard gaan, aangesien leierskapsgedrag as 'n fundamentele, indien nie 'n kerndeel van groep- en organisatoriese prossesse se sukses, gesien kan word. Deur leierskap beter te verstaan sal organisasies in 'n beter posisie wees om groep- en organisatoriese effektiwiteit te verbeter.

In die studie onder oë is leierskap ondersoek vanuit die raamwerk van sosiale leerteorie soos geproklameer deur Albert Bandura, met 'n spesifieke fokus op die huidige en ontluikende Suid-Afrikaanse ekonomie. Bandura voer aan dat as mense, leer ons gedrag aan deur na ander in hoër en geloofwaardige posisies te kyk, en dan hulle gedrag na te boots. Leiers, volgens hierdie teorie, het 'n baie direkte en wesenlike invloed op hulle volgelinge, en kan daarom werknemergedrag vorm en beïnvloed deur hulle eie gedrag, deur 'n goeie rolmodel te wees. Hierbenewens bestaan daar ook 'n magdom literatuur oor leierskap wat aanvoer dat rolmodellering een van die mees effektiewe beïnvloeders van werknemergedrag is. Hierdie studie het gepoog om spesieke leiergedrag wat gunstig vir organisatoriese effektiwiteit is, te verken. Hierdie kennis kan baie nuttig wees vir enige huidige of potensiële sakeleier in Suid-Afrika, aangesien dit hulle sal voorsien van 'n waardevolle raamwerk waarvolgens hulle, hul werkspanne en organisasies kan lei deur aandag aan hulle eie gedrag te skenk.

Die doelstelling van hierdie studie is dus om 'n dieper begrip van kritieke leierskapsgedrag in ons ontluikende Suid-Afrikaanse ekonomie, te bekom. Deur die kompleksiteit van menslike gedrag en leierskapsgedrag te aanvaar en te waardeer, het die studie probeer verstaan watter gedrag leiers suksesvol maak. Deur individuele in-diepte onderhoude met 12 van Suid-Afrika se mees suksesvolle en bekende leiers te voer, blyk die beste manier te wees om te verstaan wat presies dit is wat hierdie leiers, en ander soortgelyke leiers suksesvol maak. Deur beter te verstaan hoe hierdie suksesvolle leiers leierskap sien, en watter gedrag hulle as bevorderlik beskou, kan ons hopelik nader aan die waarheid kom oor watter gedrag tot organisatoriese effektiwiteit bydra.

In hierdie kwalitatiewe studie is daar van die repertoirerooster tegniek ('repertory grid technique') gebruik gemaak om agter te kom hoe hierdie leiers leierskap beskou in 'n poging om nader aan 'n volle begrip van die ingewikkelde logika van die natuur se ontwerp in terme van leierskapsgedrag te kom.

Die studie het gefokus op Suid-Afrika se ontluikende ekonomie, en het gepoog om waardevolle insig te lewer rakende watter leiersgedrag tot organisatoriese effektiwiteit kan bydra. Hierdie insig kan dan gebruik word as 'n beginpunt en verwysingsraamwerk waarvandaan leiers hulle eie gedrag kan vorm en ontwikkel ten einde 'n gewensde organisasiekultuur te kweek waarin alle werkemers gunstige en gewensde gedrag kan toon ten einde organisasiedoeltwitte te bereik.

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to the following people for their assistance, support, patience and guidance while I completed my thesis:

- To my parents, Deon and Anys Rossouw, for their unconditional love and support, and for affording me the opportunity to study.

- To my first supervisor, Prof. Amos Engelbrecht, for all his time and efforts in ensuring the quality of my study.

- To my second supervisor, Prof. Koos Uys, for his kindness and willingness to be a part of this study, and for sharing his immense knowledge of qualitative research, especially the repertory grid technique, and for all his conceptual guidance in terms of research methodology.

- To Prof. Leon van Vuuren, who gave me the best possible guidance in choosing a topic, which started me on a remarkable journey in understanding the complex phenomenon that is leadership. Also, for his never-ending willingness to help me whenever I was at a loss.

- To Dr Arnold Smit, for helping me find CEO's to interview. Without your help, I would not have been able to complete this study.

- To the 12 CEO's who participated in this study, thank you for the opportunity to have met you and learned from you. It has been a fascinating and humbling experience. Thank you for awakening within me a strong ambition to lead, and for inspiring me to, one day, be as great and successful as you are.

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CHAPTER 1

INTRODUCTION, RESEARCH OBJECTIVES AND RESEARCH OVERVIEW

1.1 Introduction

Organisations are manmade phenomena, driven by the ultimate goals of economic utility and community satisfaction. In simpler terms, the purpose of an organisation is turning a profit and providing society with the necessary products and services to satisfy their materialistic needs. Labour is needed to facilitate the process of turning scarce factors of production into products and services with economic utility. Human capital (labour) utilises scarce factors to produce these products and services, making labour a prerequisite for production, and therefore the core of business and of organisational success.

According to Kanungo and Mendonca (1996), the basic feature of an organisation is that it consists of a group of people who share a set of beliefs and values, as well as a common purpose. People come together to form organisations in order to achieve a common purpose that is consistent with their beliefs and values. They believe that this common purpose is beneficial both to them, and to society at large. When considering organisations, the primary observation is that they are not made up of a random assembly of people. An organisation exists to achieve common goals, and is structured in a specific way that is conducive to these goals. The members of organisations are assigned different roles, tasks and statuses within this structure, allowing them to achieve these common goals as effectively and efficiently as possible. Such structures can only be successful if there are effective leaders and followers within the structure. Leaders are expected to provide direction, exercise control, and generally execute the necessary to achieve the organisation's goals.

Accordingly, the effectiveness of an organisation can, to some extent, be attributed to the effectiveness of its leader(s). Organisations that have good leaders, who can influence and motivate employees to operate optimally, will arguably have a competitive advantage over those organisations that do not have such leaders. For this reason, effective leaders are considered essential for organisational effectiveness. The behaviour demonstrated by members of a given organisational unit is by no means a chance event, but rather systematically determined by a nomological network of latent variables. The ability to

improve the behaviour of the members of an organisational unit depends on the extent to which we know what determines their behaviour. In effect, knowing the identity of the latent variables comprising this nomological network, as well as the way in which these variables are combined to shape the behaviour of members of an organisational unit, consequently grants the ability to rationally and intentionally improve the behaviour of members of such a unit (Spangenberg & Theron, 2005). The behaviour of leaders arguably plays a vital role in the behaviour of followers (Bandura, 1997; Kanungo & Mendonca, 1996; Liebert & Spiegler, 1998; Schein, 2010; Spangenberg & Theron, 2005; Yukl, 2013). Den Hartog and Hoogh (2009) find that ethical leader behaviour has a positive relationship with various favourable organisational outcomes, such as satisfaction with leader, top management team effectiveness, subordinate optimism, perceived leader effectiveness, followers' dedication to the job, and followers' willingness to report problems to management. On the whole, literature suggests that effective (ethical) leader behaviour leads to higher levels of employee trust and commitment. These are variables that are conducive to long-term stability and prosperity of any organisation (Den Hartog & Hoogh, 2009).

Research on leadership dates back thousands of years, as far as 2300 BC, when leadership qualities were attributed to the pharaoh (Van Zyl, 2009). When attempting to define leadership, it is important to distinguish between a leader and a manager. Managers or supervisors ensure effective management of the status quo, while leaders effectively bring about changes, improvements, and transformations in existing systems and for its members (Kanungo, 1996; Rossouw & Van Vuuren, 2010). Leadership roles involve the ability to envision a desired future situation, as well as the capacity to gain and maintain the commitment of others (Rossouw & Van Vuuren, 2010). According to Schein (2010) the distinguishing factor between leadership and management lies within leadership's concern for organisational culture, specifically cultivating and maintaining a healthy organisational culture that is aligned with the strategic objectives, vision and mission of the organisation. Essentially, leaders must influence followers in such a way that ensures that followers perform according to the leader's desired behaviour, on a continuous basis. Only if this is the case can leaders use the collective effort to optimise structures that increase productivity and organisational effectiveness. Kanungo and Mendonca (1996) insist that true leadership involves directing followers toward the realisation of the organisation's vision, as formulated by the leader, so as to achieve the organisation's mission.

However, leadership is much more complex than initially meets the eye. Decades of research on the topic by a vast number of scholars have not yielded irrefutable evidence on leadership. Although research has succeeded in defining different types of leadership and leader influencing and power tactics, the characteristics, behaviour and situational factors of effective leadership are still under contention. The phenomenal complexity and the elusive character of the leadership construct should be seen as a problem whose resolution would greatly enrich our knowledge. For social and organisational psychologists, understanding leadership, its behaviours, and its processes forms a fundamental, if not chief element of group and organisational processes. These processes can arguably lead to group, and thus organisational effectiveness.

It is therefore important to further investigate leadership in an attempt to uncover what behaviour, situational factors, competencies and the like, are required to make effective leaders who can optimise organisational effectiveness and long-term prosperity, as well as the sustainability of organisations.

Extensive preceding research on leadership has established various theories on

 the characteristics of effective leaders. However, these characteristics are very situational and cannot be generalised between cultures, political systems, levels of economic prosperity, or turbulence. The fact that we do not yet know what behaviour exactly constitutes effective leadership in the emerging South African economy creates a gap in our ability to ensure organisational effectiveness.

South Africa, like most African countries, and to some extent all countries in the world, is in a constant struggle to survive the strong pressures of globalisation. Globalisation is exerting pressure on organisations to utilise their potential more fully and to optimise their efficiency in order to survive, or gain, or maintain a competitive advantage. According to Van Zyl (2009), people are typified by changes, controversial issues, new directions and difficulties to which they need to adapt. In this context, many business scholars and practitioners agree that strong leadership is required to meet these organisational challenges. Leadership is required to influence and inspire others at all levels of the organisation. Without effective leadership, maintaining a healthy organisational culture with the set required processes and structures, essential for sustaining profitability, productivity and good customer service, is seemingly impossible (Van Zyl, 2009).

South Africa, as a leading third world and developing country, has a very unique business environment in which certain leadership attributes are desired more strongly than others. South Africa has one of the strongest economies in Africa, and is a strong competitor in many global markets. It is one of the most diverse countries with regard to ethnicity, language and culture, which makes leadership so much more challenging. South Africa is also still a nation scarred by a history of segregation, brought about by the apartheid regime. This history creates hurdles in that people have to attempt to work together and look forward in unity, instead of blaming each other for past wrongdoings. Leader choices are limited by political initiatives and labour legislation, like Broad Based Black Economic Empowerment (B-BBEE). The education system is struggling, recently having difficulty in providing text books and teachers to all children. All of these factors shape the environment in which leaders operate. These are factors that have an effect on how leaders make their decisions in organisations. It is for this reason that an explorative study on some of the country's leaders is necessary to come to a better understanding of what effective leadership behaviour looks like in the emerging South African economy.

In order to understand what effective leadership is, it is important also to establish what effective leadership is not. Effective leadership is not selfish and idiosyncratic, does not have a sole incentive of achieving immediate profit, regardless of the long-term consequences thereof on others. Effective leadership takes a more integrative approach to governance. This approach acknowledges the importance of benefiting all relevant stakeholders (note stakeholders and not just shareholders) in a long-term business approach towards organisation prosperity, and more importantly sustainability (Rossouw & Van Vuuren, 2010).

Van Zyl (2009) and Johnson (2012) believe that the world is experiencing a leadership crisis, and that the worldwide economic recession can be attributed to bad leadership. Furthermore, both Van Zyl (2009) and Johnson (2012) argue that it is unbridled greed and selfish leadership that has caused the downfall of so many organisations, such as Enron and WorldCom, as well as personal and environmental damage in the form of food poising in 44 states in the United States of America because of products knowingly contaminated with salmonella being distributed to customers, and leaders from BP allowing The Gulf of Mexico oil spill through utter negligence despite safety warnings, not to mention the countless examples of fraud and abuse of power displayed by our own South African government. According to Van Zyl (2009), Generation Y is known for its self-centred leadership, overriding the interests of ordinary people at the bottom of the capitalist food chain. Scholars

on leadership, and especially ethical leadership, insist that leadership can be double-sided, and that the power leaders have can be very dangerous if not used in an ethical and responsible way. Johnson (2012) is of the opinion that the global economic crisis can be attributed to leaders in the financial industry, who have downplayed risks and engaged in fraud so as to generate short-term profits.

Although Van Zyl (2009) may have a valid argument, there is reason to believe that sufficient progress has been made in recent years to indicate that this generation, previously marked by greed and selfishness, has progressed to a generation more concerned with the welfare of the population and the well-being of the environment. Issues regarding ethics are becoming increasingly important and organisations are placed under more pressure to govern responsibly in a way that benefits all stakeholders. The term 'triple bottom line' is becoming increasingly popular and organisations are moving away from sole focus on immediate profit, towards a more integrative approach that includes the welfare of the planet, the people and profit (the triple bottom line).

It is crucial to acknowledge that leadership does not only depend on the behaviour of the leader and how proficiently they perform, but also on the ethics and morality of these behaviours. This argument elucidates that leadership behaviour can only be perceived as sound if the intentions supporting those behaviours are also morally sound. For example, if a leader is nice to a member of staff simply for the sake of luring them in only to crush them later cannot be seen as an effective leader as his actions will not be sustainable.

For these reasons, it is important to determine the critical behaviour that leaders must exert in order to ensure effective leadership. Such behaviour will not only optimise organisational effectiveness, but also avoid ethical scandals, ensuring long-term organisation prosperity and sustainability.

1.2 Research Problem

Defining leadership and pointing out the immense power and influence that leaders can and should have on their organisations, the environment, their societies and the economy, is important in forming the foundation of this study. Additionally, it is important to acknowledge the importance of leader behaviour in shaping healthy organisations that serve to benefit all the relevant stakeholders. Leaders who organise and lead organisations must be responsible, transparent and accountable in order to ensure a safer and more productive society for all. However, the question remains what behaviour leaders must exert in order to

be considered responsible, transparent and accountable. More specifically, it is important to determine what leader behaviour is critical for effective leadership in South Africa's very unique and emerging economy.

According to Social Learning Theory, people often learn by merely observing what others do (Bandura, 1997; Liebert & Spiegler, 1998). Other leadership scholars corroborate this theory by maintaining that one of the strongest influencers of followers' behaviour is role modelling (Brown & Trevino, 2006; Den Hartog & De Hoogh, 2009; Sims & Brinkmann, 2002; Spangenberg & Theron, 2005; Yukl, 2013). It is therefore imperative that leaders display behaviour in their everyday conduct and interaction with employees, which is consistent and conducive to their desired organisational culture, strategy, vision and mission. According to Rossouw and Van Vuuren (2010), followers will only imitate and value the behaviour of leaders, if leaders are consistent in their behaviour, and the desired behaviour is communicated clearly to the employees. Therefore, leaders should be fully committed to, and disciplined in behaving as they wish their employees to behave, if they long to effectively change the behaviour of their employees.

This study attempts to uncover what these leadership behaviours are, and which of these are beneficial to healthy organisational culture, and therefore organisational effectiveness and sustainability, in the emerging South African economy.

1.3 Research Objective

The objective of this research project is to come to a deeper understanding of what critical leadership behaviour looks like in the emerging South African economy. Acknowledging the complexity of human behaviour and the leadership construct, we want to comprehend what behaviour it is that makes leaders successful. Individual, in-depth interviews, with a number of South Africa's most successful business leaders is seemingly the best method of uncovering what these 'effective leader behaviours' are. These interviews create an understanding of how these successful leaders view leadership and what behaviour they (as the experts on leadership behaviour) deem important.

Yukl (2013) notes that the majority of research conducted on leadership, is conducted on leader behaviour. Most of these studies utilise questionnaires that ask subordinates to retrospectively rate how often a leader uses a designated type of behaviour. However, these responses are biased by attributions, stereotypes and implicit theories about leadership. According to Yukl (2013) several types of evidence raise doubts about the meaning and

accuracy of these results. Critics of survey research says that it has an inherent bias in that the importance of individual leaders is exaggerated, and that it is a weak method for studying leadership as a dynamic, shared process embedded in complex social systems. A useful alternative to the quantitative-survey approach is the qualitative method (Schurink, 2008). Methodology should be determined by the knowledge sought, rather than merely using the most convenient method. In this study, the aim is not to test existing theories of leadership, but rather to investigate leader behaviour in totality. This is an attempt to uncover the cunning logic and complexity of leader behaviour.

Many leaders respond with socially acceptable answers on what they believe they should know rather than what they actually think, when confronted with questions about the definition of leadership, or the difference between adequate or inadequate leadership. The repertory grid technique allows for intense investigation to uncover the "theories in use" of these individuals (Easterby-Smith, Thorpe, & Holman, 1996).

This study makes use of a qualitative design to capture the phenomenon in its deepest, most intense and complex form. An experimental and quantitative approach cannot elicit the implicit aspects of leadership that may prove very valuable in understanding the complexity of the phenomenon. A questionnaire is a compilation of ways in which the researcher perceives leadership, and limits the participant's description and portrayal of leadership in its totality. For the purpose of this study, the comprehensive and uncontaminated 'mental model' of how the participants perceive and experience effective leadership, is required (Fransella & Bannister, 1977; Jankowicz, 2003 Kanungo, 1996; Kelly, 1963). The aim of this study is not to test or categorise existing psychological constructs or leadership characteristics, but rather to explore critical leader behaviour in its totality.

Mental models are defined as deeply held assumptions or schemata, constructed from the participants' interactions with the social world (Jankowicz, 2003; Senge, Kleiner, Roberts, Ross & Smith, 1994). In order to construct such mental models of effective leader behaviour in successful leaders, a constructivist ontology and epistemology is adopted. Constructivism implies an interpretive approach that informs the choice of an interpretive paradigm (Nieuwenhuis, 2007).

The repertory grid is the selected means of data generation, in the case of this study. Kelly (1963), founder of the repertory grid technique and disciple of personal construct theory, advocates for the notion that each individual holds a unique world view, and how this world

operates. "The repertory grid is described as a tool through which one can attempt to uncover and formally represent how individuals construct their world" (Easterby-Smith, Thorpe & Holman, 1996, p.4). The credibility of these views is ensured through a purposive sampling technique, whereby some of the most successful and acclaimed business leaders are chosen. These leaders are market leaders in their respective business arenas, thus proving that they understand what effective leadership is about. The chosen leaders are limited to business leaders in top positions of some of South Africa's most successful organisations, as well as to leaders who are known to be both successful and ethical leaders.

The data gathered from the repertory grid interviews is analysed by way of scrutinising the participants' repertory grids for personal constructs. All personal constructs are categorised into themes, based on the similarities that exist within and between the participants' mental models. The themes are interpreted in the final stage of analysis. Once the themes, elicited from the various interviews, have been interpreted, they are corroborated with literature in a literature control.

Safeguarding measures are taken to ensure that the ethical risks in the research process are accounted for. The ethical risks that are of particular concern to the present study include informed consent, confidentiality through anonymity, respect for the participants, and objectivity.

1.4 Research Overview

The study is introduced by a funnel-like argument that leads the reader to the research problem and research objective. The importance of leadership is established in this first chapter, followed by an overview on leadership and why learning more about critical leader behaviour could be beneficial.

Chapter two presents a contextualisation of relevant leadership literature. An in-depth literature review only follows after the interviews, so as not to contaminate the researcher's mind with preconceived ideas regarding leadership. The literature contextualisation in chapter two merely presents an overview of what leadership entails, followed by an explanation of the need for leadership and the importance therefore for organisations, the economy, and society the context of the emerging South African economy context.

Chapter three describes the research methodology used to generate the data on the respective leaders.

Chapter four produces the results that originated from the interviews with the business leaders, and classifies the results into broad themes of effective leader behaviour.

Chapter five provides a discussion, and a literature control of the results obtained during the interviews. The conclusions in the discussion of the interview results are corroborated with literature on leadership.

Chapter six makes concluding remarks on the study. It also provides suggestions for further research.

CHAPTER 2

LITERATURE OVERVIEW

2.1 Introduction

This chapter contextualises leadership literature in order to set the stage for the study. This is not a literature review. The explorative nature of the study requires that the researcher stay as impartial and open-minded as possible when conducting the explorative interviews with research participants (Jankowicz, 2003). In the case of this study, taking into consideration that the purpose of the study is not to measure leadership behaviour, but rather to uncover and understand what behaviours are critical to leadership effectiveness, it is most suitable that a literature contextualisation is carried out beforehand, followed by the interviews, and concluding with a literature control that corroborates (or not) the results of the interviews.

The study is approached from a position where the researcher does not assume that he understands what the phenomenon of leadership means to successful leaders, and the data analysis is based on interpretation of the meaning that respondents give to effective leadership behaviour (Meyer & Uys, 2006). It is therefore essential that an intensive literature review is not conducted beforehand, as such a review could very likely contaminate the researcher's perceptions of effective leadership. Therefore, only a leadership overview or contextualisation is given, to provide a background on leadership, and the context for this study. The primary purpose of chapter two is therefore to define leadership and indicate why it is important. This is achieved by focusing on the benefits of effective leadership, and the detriments of ineffective leadership or absence of leadership. In addition, the chapter aims to contextualise the environment in which the study on leadership is conducted.

2.2 Defining leadership

Leadership has been defined numerous times by different scholars. Northouse (2013) and Van Zyl (2009) maintain that there are as many definitions of leadership as there are people who have tried to define it. More than 65 different classification systems have been developed to define the dimensions of leadership, in the past 60 years (Northouse, 2013). A few components remain consistent in the multitude of ways in which the leadership phenomenon has been conceptualised. Firstly, leadership is a process, secondly, leadership involves influence, thirdly, leadership occurs in groups, and lastly, leadership involves

common goals (Gallos, 2008; Gill, 2006; Johnson, 2012; Northouse, 2013; Yukl, 2013). The following definition of leadership, by Northouse (2013, p. 5), is given for sake of giving a definition for the study, and is based on the four aforementioned components: "... a process whereby an individual influences a group of individuals to achieve a common goal."

By defining leadership primarily as a process, it is implied that leadership is not a trait or characteristic that resides within a person, but rather a transactional event that occurs between a leader and his followers. At this point, it is important to note that the behaviour displayed by the leader during this process plays a vital role in the outcome of the process. The word process implies that the leader affects, and is affected by the followers. Process emphasises that leadership is not a linear, one-way event, but rather an interactive event (Northouse, 2013). It also emphasises the importance of interaction between the leader and the follower as part of the influencing process.

Stating that leadership involves influence implies that the leader affects the followers. Without influence, leadership does not exist. Influence is therefore an essential part of leadership.

The third component of leadership notes that leadership occurs within the context of a group. Leadership involves influencing a group of individuals who have a common purpose (Kanungo & Mendonca, 1996; Northouse, 2013; Yukl, 2013). Ultimately, leadership is about one person influencing a group of people (whether they be a team, department, organisation, community, and so forth) to accomplish a shared goal. Others are required simply to lead in order to achieve goals, which can only occur with the cooperation of the group.

The fourth component of leadership focuses on the presence of a common goal. A common goal ensures an ethical overtone in leadership because it emphasises the need for leaders to work with followers to achieve selected goals. The mutuality of the process decreases the chances of unethical or self-serving conduct by leaders, and increases the possibility of leaders having to influence others in such a way that is conducive to a common goal in the interest of various stakeholders.

In order to understand leadership and its importance, it is essential not only to take these four fundamental components into consideration, but also further investigate the way in which leaders influence followers, and the importance of ethics in this influencing process. To uncover what type of leadership behaviour is critical for effective leadership, it is important

first to understand how leaders influence their followers, and acknowledge that these influences can only be sustainable, and ultimately effective, if they are ethical[1] and in the best interests of all the stakeholders involved (Yukl, 2013; Rossouw & Van Vuuren, 2010).

2.3 Leaders' influence on followers.

Brown, Trevino and Harrison (2005) support Bandura's (1997) social learning theory, asserting that it can be used to explain the antecedents and outcomes of leadership. Social learning theory is based on the idea that individuals learn by observing and emulating the attitudes, values and behaviours of attractive and credible role models. Bandura (1997) emphasises the importance of attractive and credible role models need, in order for social learning to occur. Bandura (1986) also asserts that power and status are two fundamental characteristics that enhance a role model's attractiveness. Chief Executive Officers (CEO's) of companies are attractive and credible role models, by nature. Their position as the leader of the organisation bestows on them the status and power that makes them seem attractive and credible to employees. It is important to acknowledge that leaders must be ethical leaders in order to maintain their attractiveness and credibility (Brown, Trevino & Harrison, 2006). From social learning theory and the naturally attractive and credible position of CEO's there is reason to believe that CEO's are very natural role models to subordinates. Therefore, CEO's must be very wary of their conduct as followers are likely to imitate them. It is therefore also true that leaders can lead by example, using their own behaviour as a means to cultivate desired behaviour, and trusting that their followers will imitate that behaviour. Consequently, leaders must be consistent in their words and actions, and should be committed to behaving in a way that is conducive to their long-term organisational objectives.

Various scholars, in literature on leadership, agree that leaders can attain desired employee behaviour by cultivating a specific culture that is conducive to that specific behaviour (Brown, Trevino & Harrison, 2005 Schein, 2010; Sims & Brinkmann, 2002). Organisational culture is known as a very useful motivator for employee behaviour, and is one of the most useful ways of informing employees on appropriate behaviour within their organisation. Rossouw and Van Vuuren (2010) define organisational culture as "the way we do things

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[1] "Ethics concerns itself with what is good and right in human interaction". However, ethics does not only concern itself with what is good for the self, but also with what is good for others (Rossouw & Van Vuuren, 2010, pp. 4-5). Rossouw and Van Vuuren (2010) note that the terms ethical and moral, opposed to unethical and immoral, are indistinguishable terms that carry the same meaning. In this study the words ethics and morality are used interchangeably and carry the same meaning.

around here", implying that organisational culture provides a benchmark of appropriate and desired behaviour to employees. Leaders should therefore place great emphasis on the culture they are cultivating through the structures, systems, and most importantly, behaviour that they are modelling to their subordinates.

Leaders influence culture, and thus employees' perceptions of right and wrong, by role modelling their own behaviour (Bandura, 1997; Engelbrecht, Van Aswegen & Theron, 2005 Kanungo and Mendonca, 1996; Schein, 2010; Sims & Brinkmann, 2002). For this reason, it is imperative that leaders be aware of the behaviour that they model to employees, as well as the effects that these behaviours have on employee conduct. Leaders should also be familiar with the different types of behaviour and which organisational objectives those types of behaviour promote. Once they know what leadership behaviour cultivates healthy organisational culture, leaders can adapt their own behaviour in such a way that is conducive to achieving organisational objectives. For example, if through research it is established that clear, two-way communication, and transparency are some of the behaviours that effectively influence desired behaviour, these behaviours can be promoted as effective behaviours, to be imitated by other leaders who want to increase the effectiveness of their leadership, in an attempt to increase organisational effectiveness. Considering social learning theory and the vital role that organisational culture can play in cultivating desired employee behaviour, it is fundamental that leaders be aware of the behaviour and image they portray, as this most definitely will have an impact on the behaviour of their followers.

According to Yukl (2013), the psychological explanation for interpersonal influence involves the motives and perceptions of the followers, in relation to the actions of the leader, and the context in which the interaction takes place. Kelman (1958) presents three types of influencing processes: instrumental compliance, internalisation, and personal identification. Kelman (1958) acknowledges that these influencing processes are qualitatively different from one another, but that one or more of these processes can occur at the same time.

Instrumental compliance occurs when the follower carries out a command or request for the purpose of avoiding a punishment, or the prospect of obtaining a reward from the leader. Therefore, motivation is purely instrumental – the only reason for compliance is the promise of reward. The level of effort is likely to be minimal, asserting only as much effort as is necessary to gain the rewards or avoid the punishment (Yukl, 2013). Consequently,

instrumental compliance is not a very effective motivator of desired behaviour, especially not in the long run.

Internalisation is an influence process where the follower supports and implements proposals, promoted by the leader, because they appear to be intrinsically desirable, and correct in relation to the followers' values, beliefs, and self-image. In effect, the leader's proposal (an objective, strategy, policy or procedure) becomes linked to the values and beliefs of the follower. Consequently, the follower becomes committed regardless of whether any tangible benefit is expected, and the follower's loyalty lies with the ideas that the leader advocates, and not with the leader himself/herself. This form of influence is much more sustainable and increases employee motivation beyond merely complying with minimum requirements.

Personal identification is the third and final influence process, advocated by Kelman (1958). The follower imitates the leader, or adopts the same attitudes as the leader, in order to please the leader and be more like the leader. Bandura (1997) corroborates the existence of this influence process, and promotes it as one of the most effective influencers of behaviour, through his social learning theory. With personal identification, the follower is motivated by the follower's needs for acceptance and esteem (Bandura, 1997; Yukl, 2013). The follower is able to maintain a relationship that satisfies a need for acceptance by performing tasks that the leader approves of.

It is evident from these three influence processes that the behaviour of the leader is an integral influencer of follower behaviour. Therefore, leaders must be wary of the behaviour that they portray to their employees, as it is likely that the employees will imitate that behaviour. The importance of using leader behaviour to cultivate healthy organisational climate as a means of optimising organisational effectiveness, is emphasised yet again.

For the sake of this study, the focus remains on transformational leadership behaviour, and will not expand to transactional leadership systems and structures. The aim is merely to identify the critical behaviours that are conducive to leadership effectiveness in the emerging South African economy.

2.4 Leadership behaviour – the effects of role modelling

Various scholars on leadership agree that behaviour role modelling by leaders is one of the most effective ways in which to influence followers (Kanungo & Mendonca, 1996; Engelbrecht, Van Aswegen & Theron, 2005; Rossouw & Van Vuuren, 2010; Schein 2010;

Sims & Brinkmann, 2002; Yukl, 2013). Sims and Brinkmann (2002) argue that leaders can create, maintain or change culture, and that leadership is important in establishing an ethically-oriented culture. In order for this ethically-oriented culture to be effective, the CEO and those around him must be openly and strongly committed to the conduct that they wish to elicit amid their employees (Sims & Brinkmann, 2002; Rossouw & Van Vuuren, 2010). Brown, Trevino and Harrison (2005) suggest that ethical leaders ensure that ethics is an explicit part of their leadership agenda, by clearly communicating an ethics and value message, and by using rewards and punishments to reinforce ethics and hold followers accountable for their ethical conduct or lack thereof. Leader behaviour can therefore be a vital tool in shaping organisational culture and cultivating the desired employee conduct that is necessary to achieve organisational objectives, which ensure organisational effectiveness and long-term prosperity. Essentially, the influencing process of employee behaviour starts with leadership behaviour from the very top. Yukl (2013) and Sims and Brinkmann (2002), insist that culture is cultivated through the most important leaders, in the top positions of the organisation. Leaders like the CEO, and other executives, set an example for the rest of the employees, which is why it is imperative that their observed behaviour is conducive to the culture that they are trying to instil.

This places immense pressure on leaders to behave correctly. This behaviour is not necessarily 'correct' in terms of a direct and strategic business point of view, but is accurate in terms of an inherent and behaviour-oriented point of view. Bad business decision may put an organisation back a couple of dollars/rands, but making bad ethics decisions, or cultivating a destructive culture will no doubt steer the organisation to a folding. Followers are likely to portray the behaviour modelled to them by their leaders. If leaders' words and actions do not correspond with one another, followers are left uncertain of what is desired and/or acceptable behaviour.

Schein (2010) defines culture as the basic assumptions and beliefs shared by members of a group or organisation. These assumptions and beliefs include how the group perceives their world, and their place in it, the nature of time and space, human nature, and human relationship. Schein (2010) also notes that culture impacts on employees' behaviour because it helps group members understand their environment and how to respond to it, thereby reducing anxiety, uncertainty and confusion. Thus, culture dictates to employees "how situations are to be handled and what their expected behaviour will be" (Sims & Brinkmann,

2002). Over time, leaders can mould a culture that has both positive and negative influences depending on the goals, policies, strategies and structures of the culture.

Schein (1985) asserts that there are five primary mechanisms that can be employed to cultivate organisational culture: (a) What leaders pay attention to; (b) how leaders react to crises; (c) how leaders behave (role modelling); (d) how leaders allocate rewards; and (e) how leaders hire and fire individuals.

Schein (1985, 2010) maintains that employees focus on those things that leaders pay attention to. These things that leaders focus on, through what is criticised, praised or asked about, communicate the leader's values to the employees, sending a strong message of what is important to the leader. Schein (1985, 2010) emphasises the importance of consistency in the things that leaders pay attention to, measure and control, in order for employees to receive clear indications of what is important in the organisation. Sims and Birkmann (2002) agree with Schein (2010) on the importance of consistency in leadership behaviour, and add that the things leaders focus on should have a long-term approach rather than a short-term approach. Sims and Birkmann (2002) state that a short-term mind-set is often (but not necessarily) unethical, and that a long-term mind-set is not automatically ethical.

Schein (1985) asserts that a crises situation allows followers to observe those things that the leader deems important. The emotionality of the situation intensifies values and brings them to light. Examples of ethical scandals, like that of the Enron and Salomon Brothers, corroborate this argument through the way in which leaders behaved and utilised crisis management strategies during the final period before the ultimate degeneration of their organisations (Sims & Brinkmann, 2002; 2003). In both organisations, the underlying organisational culture was intensified during times of crises, implicit aspects of their unethical culture were deepened, and surfaced when troubling times arose.

Schein's (2010) third mechanism of cultivating organisational culture involves the manner in which leaders behave (role modelling). According to Schein (2010) a leader communicates strong messages about his values, to his employees, through his own actions. This process is defined as role modelling. Sims and Birkmann (2002) support this theory, adding that "through role modelling, teaching and coaching, leaders reinforce the values that support the organisational culture". Employees often emulate leaders' behaviour and look to the leaders for indications of appropriate behaviour (Sims & Brinkmann, 2002). This argument strongly corroborates Bandura's Social Learning Theory, which asserts that people often learn

behaviour through the imitation of the behaviour of a significant other in a superior or idealised position (Bandura, 1997). Pearce, Kramer and Robbins (1997) report on a study conveying that managers need to be consistent in actions and words ('walk the talk') in order to change the culture to a more entrepreneurial one. People in leadership positions need to set the tone for appropriate behaviour by way of example of their own conduct (Sims & Brinkmann, 2002).

Schein's (1985) fourth mechanism is concerned with the allocation of rewards. The way in which leaders go about rewarding others, through praise and tangible rewards, is an indication to employees of what is required to be successful in the organisation. Leaders use rewards as an instrument, to reinforce desired behaviour. The rewards system of an organisation indicates to employees what is expected and valued in the organisation. Leaders who want to fortify certain conducts, like integrity, honesty, and so forth, must reinforce this behaviour by rewarding employees who behave as such, in a way that conveys that such behaviour is valued. Rossouw and Van Vuuren (2010) argue that the same is true for punishing undesired behaviour. Leaders can decrease and even avoid unwanted and unethical behaviour by punishing such behaviour, thus conveying a message to all employees that such behaviour is unwanted and unacceptable. Consistency in rewarding and punishing conduct is crucial. Inconsistencies in what and how leaders reward and punish employees will cause uncertainty and degenerate the cultivation of the desired conduct.

The final mechanism of cultivating organisational culture is concerned with how leaders hire and fire individuals. Schein (1985) notes that a leader's criteria for selection and dismissal are powerful tools through which the leader can reinforce culture. According to Sims and Birkmann (2002), leaders often consciously and unconsciously look for individuals who are similar to themselves and others in their organisation. This phenomenon tends to perpetuate the culture because employees typically hold similar values and share common beliefs (Sims & Brinkmann, 2002).

The importance of clarity and consistency in actions and words prove vital in all five of Schein's primary mechanisms of driving organisational culture. According to Schein (2010) and Sims and Birkmann (2002), unethical behaviour tends to flourish when people do not know what is expected of them, as they pursue anything that they believe to be acceptable in order to succeed in the organisation. It is therefore vital that leaders ensure that they are consistent in their words and actions, and that they communicate their values and desires

openly and clearly. In this way, all employees are sure of what is expected of them and of the way in which the organisation is conducted.

The notion that leadership behaviour as an instrumental tool for cultivating organisational culture, is advocated and accepted by various scholars on leadership (Northouse, 2013; Rossouw & Van Vuuren, 2010; Schein, 2010; Sims & Brinkmann, 2002; Yukl, 2013). However, Schein's five primary mechanisms can be utilised to the benefit, or to the detriment of the organisation: If leaders over-emphasise bottom-line, managerial aggressiveness and corporate success at all costs, competitiveness and profits are likely to stimulate unethical actions (Schein, 1985, 2010; Sims & Brinkmann, 2002). However, if top leaders, who have a strong moral compass, encourage the consideration of ethical aspects as the basis of everyday decision-making, a more ethical culture would be stimulated. Sims and Brinkmann (2002) believe that nothing is more imperative to ethical corporate atmosphere, than the moral tone and example set by the organisation's top leader. The personal values of top leaders, powered by their authority, set the ethical and behavioural tone of an organisation. If leaders do not identify these values, and continuously reinforce them clearly, confusion and unethical behaviour is bound to set in.

One needs to acknowledge that leadership behaviour is only effective if such behaviour is ethical. In order for leaders to influence followers to act in the best interests of all stakeholders, these leaders will have to ensure that their intentions and actions are ethical. Insult and scandal are unavoidable in cases of unethical leadership, and will almost certainly lead to someone being done in or hurt and most probably will, put you out of business – as is proven in cases like Enron, Salomon Brothers and WorldCom (Sims & Brinkmann, 2002; Rossouw & Van Vuuren, 2010).

When considering leader role modelling, most scholars emphasise the fact that actions speak louder than words (Schein, 2010; Sims & Brinkmann, 2003). Role modelling is a very important tool that leaders have to develop and utilise in order to influence corporate culture. Employees often emulate leader behaviour and look to leaders for cues on appropriate behaviour (Bandura, 1997).

Leader behaviour does not only affect those who report to leaders, but also the stockholders, customers, suppliers, community, and in some cases, the economy. Consideration of ethical components in day-to-day activities sets the tone for all those with whom employees interact. Thus, the business leader's status and reputation, formed by modelled behaviour, determines

who deals with the company, and how they deal with the company. Again it needs to be stressed that leadership can create an ethical or unethical culture, which subsequently determines the prosperity, or cessation of an organisation (Sims & Brinkmann, 2002). Therefore, it is important that organisations ensure ethical behaviour of their leaders, modelling healthy conduct to its employees and stakeholders. Leaders should drive the behaviour they desire from employees, through leading by example.

It is important for leaders to have appropriate transactional leadership systems and structures in place. Systems and structures like a code of ethics, ethics board/committee, ethics hotline, or ethics helpdesk are very effective approaches to ensuring that ethics-awareness is maintained, and that employees have a place to report unethical behaviour and receive help with ethical dilemmas. Appropriate leadership systems and structures are deemed so if they are conducive to organisational objectives, the mission, and vision of the company. These transactional systems and structures may also include an ethical code of conduct, a formal disciplinary code and grievance procedure, a vision and mission statement, performance appraisal structures, and the like.

These systems and structures, designed to condition desired employee behaviour, are only effective if they are reinforced through transformational leadership aspects, such as good role modelling from top management (Engelbrecht, van Aswegen & Theron, 2005). Rossouw and Van Vuuren (2010) make a valuable contribution by alluding to the fact that an over emphasis on compliance can be very dangerous, as it does not cultivate ethical behaviour, but merely avoids unethical behaviour. For a long-term approach to healthy organisational culture, transformational aspects of ethical corporate culture must be strongly emphasised, in addition to well-managed and implemented transactional structures, systems and processes. It is therefore imperative that all members of top management, especially the top leader, are committed to these behaviours and set a good example that employees can imitate. Sims and Brinkmann (2002) note that it is necessary for the CEO, and those around the CEO, to be openly and strongly committed to their desired conduct, and give constant leadership in the tending and renewing organisation values.

Consistency in those things that a leader says, and those that he does, is very important. If there are discrepancies between a leader's actions and words, the actions will discredit the words (Kanungo & Mendonca, 1996). When leaders compromise their ethical standards, they impair the culture of the organisation in terms of its immediate physical and moral adversity

to others, both inside and outside the organisation, often irreparably. Inconsistencies in ethical conduct also create an atmosphere of ethical cynicism, which is not conducive to the formation of a sound sense and understanding of the need for ethics and ethical behaviour.

2.5 The importance of ethics in leadership

Taking into account that leadership can only be sustainable and advantageous to relevant stakeholders if it is ethical, it is seemingly useful to consider ethics of leadership, as well as the governance of ethics and the importance thereof for organisational effectiveness. Kanungo and Mendonca (1996) maintain that the quality of life and the survival of a human society depend on the moral calibre of its members, and that the moral calibre of those members is largely determined by those people in leadership positions. Consequently, leaders' behaviour within these leadership positions can directly influence on the development or deterioration of the moral fibre of society.

Piccolo, Greenbaum, Den Hartog and Folger (2010) and Kanungo (2001) have proven that, in addition to being conducive to a healthy society, a positive relationship exists between ethical leadership, enhanced task performance and organisational citizenship behaviour. Leadership, and especially ethical leadership, could therefore be beneficial to organisational performance and societal development. Piccolo et al. (2010) apply the premise that leaders with strong ethical commitments, who regularly demonstrate ethically normative behaviour, can have an impact on the job characteristics model's (JCM) elements of task significance and autonomy (Hackman & Oldham, 1976), thereby affecting an employee's motivation (their eagerness to apply effort), which in turn results in enhanced task performance and organisational citizenship behaviours. According to Piccolo et al. (2010), ethical leaders inspire favourable behaviours among employees, encourage high levels of pride and commitment toward the organisation, and shape the way in which employees perceive their work context by emphasising fair treatment, shared values and integrity.

Brown et al. (2005) define ethical leadership as the process in which perceptions of ethical behaviour are inferred from the leader's conduct. More specifically, they define ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown & Trevino, 2006, p. 595). Piccolo et al. (2010) note that in this sense, "normatively appropriate" implies that the leader is fair, principled, honest and trustworthy in taking responsibility for their own actions, and

that they use appropriate rewards and punishments to hold subordinates responsible for their actions.

Scholars have defined various types of leadership constructs, including transformational, authentic, self-sacrificial, servant, and spiritual leadership (Kanungo & Mendonca, 1996; Rossouw & Van Vuuren, 2010; Yukl, 2013). However, Piccolo et al. (2010) note that ethical leadership distinguishes itself from the rest, by exhibiting traits that are consistent with normative ethical principles such as honesty, fairness and trustworthiness. Ethical leaders are known for making fair and balanced decisions, and basing those decisions on their ethical consequences. Piccolo et al. (2010) also promote the suggestion that ethical leaders will not compromise ethical standards in the pursuit of short-term, bottom-line, organisational performance, but rather follow a more holistic and multi-stakeholder approach, conducive to sustainable development.

The history of corporate governance and responsible leadership in South Africa is intimately connected with the King Reports on Corporate Governance for South Africa. The first King Report was published in 1994, along with the fall of apartheid and South Africa's first democratic election. Since then, a second King Report was published in 2002, and a third in 2009. The third King Report was initiated in anticipation of a new Companies Act, No.3 of 2011, in South Africa (Rossouw & Van Vuuren, 2010).

Corporate governance is not regulated in South Africa, as in other countries around the world (for example the Sarbanes-Oxley Act in America). This results in companies operating within the discretionary realm, where boards of directors can decide how to manage and control companies with regard to corporate governance. As a result, companies follow a voluntary approach to corporate governance. The third King Report encourages a self-regulatory approach to corporate governance, entitled 'apply or explain', suggesting that companies provide an adequate explanation if they have deviated from the board's recommended principles or practises (Rossouw & Van Vuuren, 2010; IoD, 2009).

Since there are no regulated practices and principles, the leaders of organisations may use their own discretion in deciding how ethical, or not, they want to be, creating an opportunity or 'opening' for leaders to take chances. This opening therefore forces organisations to ensure that they have ethical leaders, who can lead their organisation in a responsible way that serves to benefit shareholders, stakeholders, and the natural environment.

To ensure ethics within organisations, various ethics structures, systems and processes can be implemented to make these organisations aware of their ethical risks and opportunities. These structures, systems and processes can also be used to create overall awareness of ethics in the organisation, develop appropriate ethical standards, and institutionalise and manage these standards within the organisation. However, these structures, systems and processes are not sufficient in ensuring ethical prosperity in organisations. Utilising these structures in isolation runs the risk of making ethics a compliance exercise of mere window dressing (Rossouw & Van Vuuren, 2010). Historically, the likes of Enron has proven how an organisation with state of the art ethics structures, has fallen due to deep ethical erosion in the organisation culture (Sims & Brinkmann, 2003). Rossouw and Van Vuuren (2003) argue that a compliance-based approach to corporate ethics tends to disempower employees. A compliance-based approach does not allow employees to use their own moral discretion, but rather forces them to blindly adhere to the rules of conduct. Although it is a useful way of avoiding obvious unethical behaviour, it does not reinforce ethical behaviour. It also undermines employees' ability to see to issues and grey areas that are not specifically addressed in the code of conduct. Ethics structures must be accompanied by ethical leadership, which takes responsibility for building and sustaining a healthy ethical corporate culture within the company (Rossouw & Van Vuuren, 2010; IoD, 2009; Sharpe-Paine, 2002).

The Institute of Directors (IoD) emphasises that it is the CEO's responsibility to "foster a corporate culture that promotes sustainable ethical practices, encourages individual integrity and fulfils social responsibility objectives and imperatives" (IoD, 2009). It is the CEO's job to change the culture of 'how we do things around here', into one where ethical considerations form the basis of everyday decision-making. Rossouw and Van Vuuren (2010) argue that organisational leaders bear a special and unavoidable responsibility in this regard, and need to understand that, through their own personal and institutional actions, they contribute to the development or degeneration of their organisation, community, and even economy (Rossouw & Van Vuuren, 2010; Kanungo & Mendonca, 1996).

Leaders have the power to influence organisations, societies and economies, and should therefore ensure that they act in ways that develop healthy and sustainable societies. To do this, they need to be business leaders who are capable of building balanced relationships across societal boundaries (private sector, public sector and the natural environment). In the current complex business world, where society is characterised by a conglomeration of realities, it is becoming increasingly important for leaders to understand the inherent potential

of allowing different role players in society to be more integrated, and for the boundaries between these role players to become more dynamic (Rossouw & Van Vuuren, 2010).

Furthermore, Rossouw and Van Vuuren (2010) assert that the only way in which society can become more dynamic and penetrable, is by creating alignment between role players through ethical leadership. In order to do so, leaders must understand and embrace the uniqueness of these different role players and, more importantly, understand that managing this alignment within society requires ethical awareness and complete ethical commitment. However, leaders can only be successful in this alignment if they acknowledge and comprehend the full complexity of the nature in which these role players affect each other. Leaders need to be able to deconstruct their complex world by creating connecting patterns between the various role players, and be capable of creating interdependency (Quinn & D'Amato, 2008). Leaders must understand the relationships between these role players in order to manage them in a way that creates synergy that is beneficial to long-term organisational effectiveness, as well as societal development. Rossouw and Van Vuuren (2010, p. 289) encapsulate their argument by proclaiming that "by fully understanding the consequences of their decisions and basing them on sound ethical principles, leaders will be aware of danger signals, avoid inappropriate reactions and lead effectively in any context".

In addition, Rossouw and Van Vuuren (2010) allude to the fact that the lack of ethics, or exhibition of unethical leadership, is very dangerous. Unethical conduct is bound to leak, and could have a severe impact on the organisation's reputation due to a scandal. Such scandal can easily lead to big financial loss, and even bankruptcy. It takes several years to build a successful and profitable organisation. That same organisation can however be destroyed over night by one unethical decision (Rossouw & Van Vuuren, 2010). Unethical top management is sufficient for creating a self-destructive ethical climate (Sims & Brinkmann, 2003).

2.5.1 Responsible leadership

Responsible leaders are leaders who uphold a constant personal and organisational reflection of the short, as well as the long-term impact that their personal and organisational decisions can have on society, and the environment as a whole (Rossouw & Van Vuuren, 2010). Responsible leaders succeed in cultivating new principles for the role of business in society. They attach great value to ethical fitness, believe in corporate 'statesmanship', and critically reflect on the purpose of business (Rossouw & Van Vuuren, 2010). Responsible leaders

believe in developing sustainable organisations that do not compromise the natural, social and economic environment, or operate in ways that are detrimental to future generations. King III (IoD, 2009) firmly addresses the uncompromising role of organisation leaders, in balancing the social, environmental and economic impact of organisations' operations, on society.

Therefore, leaders must be active promoters and champions of environmental sustainability. The European Foundation for Management Development proposes characteristics for responsible leaders. These include: honesty, freedom, fairness, humanity, tolerance, transparency, and understanding the interconnectedness of individuals, communities, regions, and ecosystems (EMFD, 2005). Rossouw and Van Vuuren (2005) note that responsible leadership essentially amounts to accountability, seeing as leaders with an ethical mindset should understand that being accountable implies responsibility beyond their own organisations.

Considering the complex environment in which responsible leaders are required to operate, consisting of various stakeholders and limited resources, there are a few specific roles that these leaders have to perform. These roles focus mainly on the building of value networks, and strengthening the relational interdependency between individuals, cultures, society and the natural environment (Rossouw & Van Vuuren, 2010). However, leaders must acknowledge that they cannot attempt to address matters in their external environment before they have developed, and maintained strong internal relationships within their organisation. A prerequisite for creating any sustainable network is the creation of an ethical culture inside an organisation. Rossouw and Van Vuuren (2010) propose that the following roles and responsibilities be fulfilled by leaders in a complex multi-stakeholder, resource-constrained environment:

> *Defining the role of business in society* – leaders need to identify who they are accountable to and how to respond to demands from society. Leaders need to be able to communicate this role of business to both internal and external stakeholders in a clear and convincing way.

> *Creative new forms of value* – leaders should cultivate internal organisational values through value-based leadership, and should also create economic and social value for internal and external stakeholders, as well as environmental

value to the benefit of the planet. The ideal is that synergies be created to ensure that the organisation, its stakeholders and the planet benefits from it.

Weaving value networks – in addition leaders also need to facilitate interaction between and among internal and external stakeholders. Leaders should build relationships through clear and convincing communication that is conducive to mutual respect and collaboration. Leaders need to build and maintain trust and tolerance between the role players and stakeholders in a way that creates synergy that is beneficial to all.

Shaping the future of business – leaders need to come up with creative ways in which to change old capitalist business models that endorse only shareholder value, to new comprehensive business models that account for financial success as well as long term sustainable development. These models should contain rules, regulations, codes of conduct, and policies.

Acting with corporate statesmanship – leaders need to be active models and champions that project the moral character and stature associated with statesmanship. This requires leaders to align their personal and organisational values with the wellbeing of society and the natural environment.

Responsible leadership must be sustained by anchoring it within an ethical organisational culture.

2.6 Leadership in the emerging South African economy.

South Africa is unique in that it is one of the most culturally and ethnically diverse countries in the world. The apartheid era has burdened South Africa with a history of segregation and discrimination, but the country has risen as a rainbow nation after its democratisation in 1994. South Africa is a third world country with a healthy economy – one of the strongest in Africa.

South Africa is also rich in natural resources like biodiversity, minerals and ores, and timber and agriculture. It ranks third in the world in terms of biodiversity and has an abundance of timbre and agricultural resources. South Africa's economy was initially built on mining, and is still a contemporary leading supplier of various minerals and mineral products (South Africa Web, 2009). South Africa has been the chosen gateway to the African continent for

many years because of its intermediate location. However, the country is also inundated with high rates of poverty, illiteracy and crime.

The individuality of South Africa's situation calls for a unique leadership approach to cope with the vast array of challenges and opportunities. South African leaders face various unique challenges in their endeavours to establish and maintain effective and sustainable organisations.

South Africa was heavily isolated due to sanctions owing to apartheid in the years before 1994. Economic growth was greatly dependent on government interventions and subsidies. After 1994, South Africa was introduced to the global economy. This brought about various opportunities, and challenges. Pressures relating to international competition intensified, which forced South African companies to make rapid organisational and cultural changes (Grobler, 1996). The post-apartheid era has forced organisations to rapidly and creatively respond to international pressures, in order to survive. Organisations have been compelled to become more competitive in order to retain and protect local markets against international competitors, while simultaneously ensuring that they themselves are capable of competing internationally. Organisations also need to adhere to South African labour legislation, which firmly entrenches constitutional rights and duties (Denton & Vloeberghs, 2003). These changes in the labour environment have left South Africa with various opportunities and challenges that still exist today.

According to Denton and Vloeberghs (2003) "affirmative action (BBBEE – Broad Based Black Economic Empowerment) and its prospects as criteria for jobs and promotion create a lot of stress and a mixture of aspirations, peer group pressure and fear for job security". All organisations must comply with the Employment Equity Act, No. 55 of 1998, and other limiting labour legislations, and are penalised and fined for non-compliance. These measures, enforced by the government to warrant affirmative action, pose a great challenge to organisations and especially its leaders. These challenges arise due to the fact that the applicant pool is decreased, and organisations are often forced to make appointments for reasons other than merit, necessarily overlooking potential employees who could benefit the organisation. This limits the organisation's ability to optimise performance. The apartheid regime further impairs the applicant pool that organisations are meant to recruit from, in that most non-white employees are less educated than their white counterparts, which results in a weaker applicant pool. In addition, the apartheid regime has left the labour environment with

adverse labour relations, with strong support from unions and a tendency towards conflict and violence. The ethnic and cultural diversity of the South African workforce intensifies this problem, as the workforce is burdened by continuous conflict and stereotyping (Kamps & Engelbrecht, 2011). Privilege and discrimination practices, based on race and ethnicity, still exist despite the changes in legislation. All these challenges result in a very sensitive and challenging labour environment that must be addressed with the right amount of tact, urgency and intensity, if organisations endeavour to be competitive in international and even local markets (Denton & Vloeberghs, 2003; Kamps & Engelbrecht, 2011).

International competition compels many organisations to re-engineer and streamline their business and labour operations processes, in order to improve efficiency. South African leaders, and especially CEO's, need to embrace and digest a new lexicon of transformation, re-engineering, restructuring, downsizing and rightsizing, with businesses re-designing and reinventing themselves in a very severe attempt at survival. For some organisations, this encompasses restructuring from top to bottom, and for others, only a few tweaks here and there are necessary. But nearly all are engaged in change one way or another (Denton & Vloeberghs, 2003; Pretorius, 1997).

Some scholars render South Africa uncompetitive by alluding to challenges like the fierce competition of experienced international competitors, implementation of affirmative action, low level productivity, lack of international market experience, skewed income distribution, high crime rates, and lack of research and development. However, other scholars argue that the contingencies of cultural context and development can have constructive effects on the ways in which organisations develop (Denton & Vloeberghs, 2003; Grobler, 1996; Innes, Kentridge, & Perold, 1993).

The transformation to democracy has created a great deal of new opportunities and threats. South African organisations not only have to compete for local market share, but also try to attain and maintain international competitiveness. Brand (1997) emphasises that the managers who will succeed in overcoming these challenges have to be leaders of the future, who adopt an all-encompassing developmental culture where all parties involved stand to benefit. The importance of effective leadership during this process is obvious.

South Africa needs many well-trained and diverse leaders to respond to these external and internal challenges. Grobler (1996) considers effective cultural change in business organisations, and proposes that top-performing organisations should have strong leadership,

accompanied by effective management practices. These leaders are future-oriented in vision and strategy, and align their people with this vision while motivating and inspiring them to achieve it.

For these reasons, it is vital to have leaders that can transform employees and tap into the potential of unqualified and inexperienced applicants and employees. Considering the unique and challenging business and labour environment in which South African organisations operate, it is clear that there is a significant need for effective leaders, who can respond to these challenges in a timely, effective, responsible and sustainable fashion. The unique problems and conditions of South African companies require leaders who can develop inspiring visions for their organisations, transform their employees into cohesive groups, imbue them with enthusiasm, and create a culture that inspires employees to identify with the organisation and its values (Grobler, 1996).

It is clear that the South African business context is very unique and that its leaders face very unique challenges. It is therefore necessary to investigate leadership from a South African perspective.

It is also true that the South African business environment has changed severely since 1994, and that leaders have been faced with different challenges since then. The business environment is constantly changing, resulting in new and different leadership challenges, which is why research on leaders must also be updated frequently, as the internal and external factors regarding leadership change. The uniqueness of South Africa's business and labour environment generates a necessity to study leadership within a specifically South African context.

2.7 Conclusion

This chapter has provided a contextualisation of leadership, with specific reference to the South African business environment. Chapter two defines leadership within the proposed context of its employment in this study. The importance of effective leadership is examined, followed by a discussion of the influence that leaders can, and must have on their followers. Thereafter, cognisance is taken of the importance of ethics in effective leadership, with special reference to responsible leadership. The chapter concludes with a contextualisation of the study of leadership in the emerging South African economy.

The chapter aims at conveying the importance of effective leadership in shaping healthy and sustainable organisations, which operate to benefit their social and natural environments. The chapter aims particularly to convince the reader that a better understanding of effective leader behaviour will aid leaders in shaping their behaviour so that that is conducive to healthy organisational culture and employee productivity – thus ultimately improving organisational effectiveness. Leaders are in a better position to lead their organisations optimally when they understand what behaviour makes a leader more effective.

The next chapter provides a discussion of the research design and methodology used to investigate the critical leadership behaviour in the emerging South African economy.

is based, are examined, along with the sampling strategy, and finally, the ethical considerations.
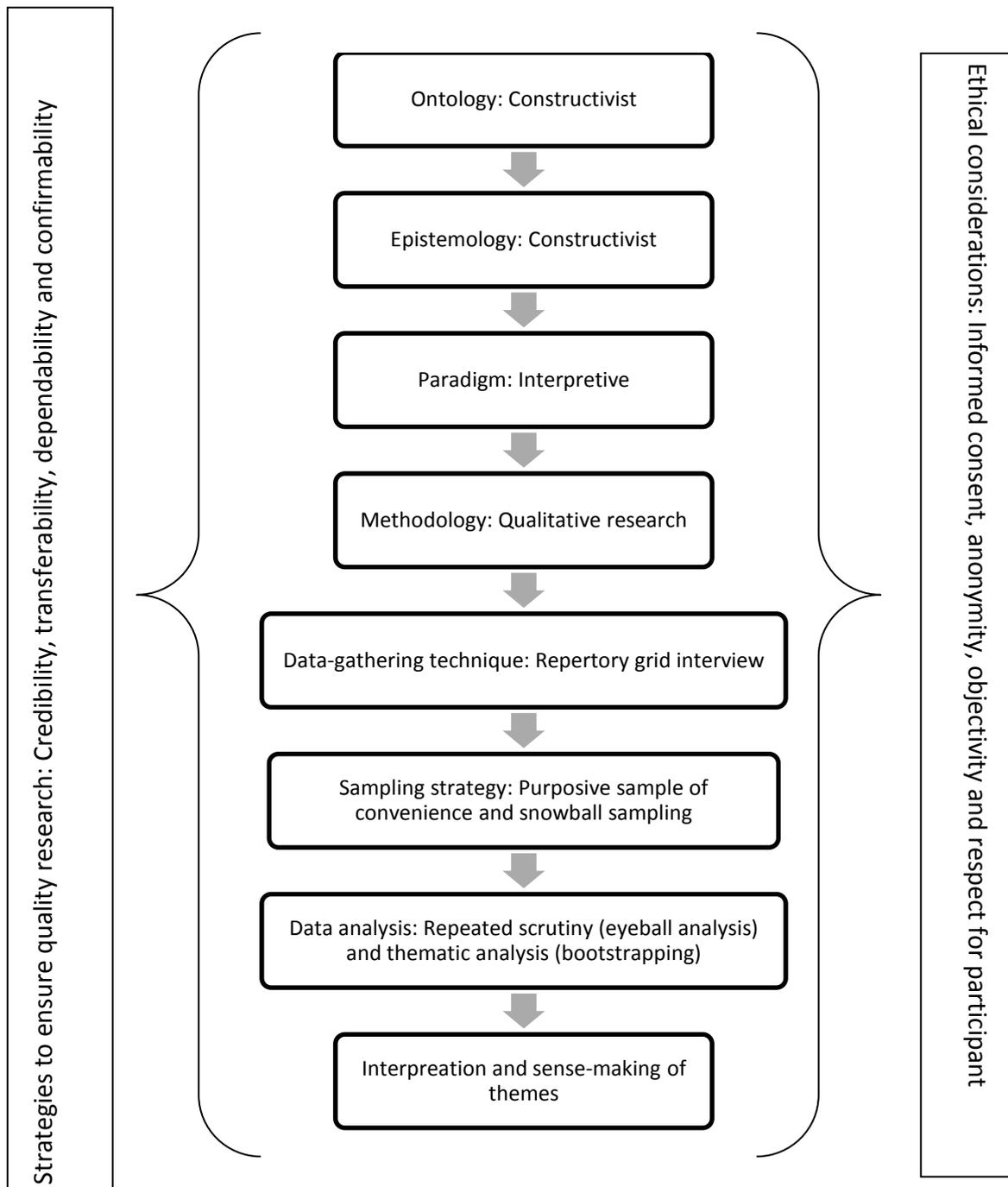
Figure 3.1 Research Design

(Adapted from Donaldson, 2011).

Figure 3.1 represents the research design utilised in this study. It includes the relativist-constructivist ontology, social constructionist epistemology, and interpretive paradigm that inform the perspective from which the study is approached. It also portrays the qualitative research method, repertory grid method of data collection, purposive sampling strategy, method of data analysis, and interpretation of results.

3.2 Ontology, epistemology and research paradigm

The research approach is explicated in terms of the ontological and epistemological perspectives on the study. In layman's terms it is simply the way one perceives how the world influences the way one thinks about one's topic and perspective or the angle of your approach or assumptions about the social world (ontology) and how it should be studied (epistemology) (Punch, 2006).

Ontology is the researcher's conception of the nature of reality (Nieuwenhuis, 2007). Guba and Lincoln (2005) distinguish between four main ontologies: positivist, post-positivist, critical theoretical, and constructivist views of reality. For the purpose of this study, a constructivist ontology is adopted, from which reality is conceived relative to the participants' co-created understandings of the social contexts in which they find themselves (Babbie & Mouton, 2003). The constructivist ontology has been chosen because it suits the subjective nature of the participants' perceptions of critical leader behaviour (Jankowicz, 2003). As a result, reality can be distinguished as relative to the interactions and experiences of each individual (Crotty, 2003). Through experiences and interactions with others, individuals construct mental models or schemata as a method of understanding and interpreting aspects of the world around them. Eriksson and Kovalainen (2008) suggest that there are multiple realities, of which each individual holds his own construction.

Epistemology is regarded as the philosophical way in which knowledge is gathered and understood, with a given quality criteria of the knowledge acquired (Crotty, 2003; Nieuwenhuis, 2007). Thus, epistemology is the endeavour to create a joint understanding between researcher and participant, regarding how the participant constructs their perceptions of reality (Eriksson & Kovalainen, 2008). According to this approach, epistemology is achieved by eliciting and attempting to understand the personal constructs that individuals hold with regard to aspects of the social world. It is only by probing these individually held mental models, and the constructs of which they are composed, that the researcher is able to

study and attempt to understand the phenomena. As such, knowledge is socially created through individuals' interpretations of the world around them (Neuman, 2000).

Research philosophies, such as the researcher's ontology and epistemology, form part of a broader framework referred to as the researcher's paradigm (Denzin & Lincoln, 2005). Nieuwenhuis (2007) distinguishes between three core research paradigms, namely positivist, interpretive and critical. The constructivist philosophy of this study is encapsulated in the interpretive research paradigm. The interpretive paradigm is concerned with the subjective meanings that people attach to phenomena. The objective of this exploratory and descriptive study is to construct the mental model that each participant holds, with regard to effective leader behaviour. Consequently, the focus is on these individuals' interpretations of reality, and how these interpretations inform their theoretical framework with regard to the explanation of effective leader behaviour. Therefore, the research method must allow for the mental models of participants to be constructed and explored. The interpretive approach through qualitative methodology has therefore been deemed the most appropriate way of uncovering and understanding how successful leaders perceive effective leader behaviour (Babbie & Mouton, 2003; Nieuwenhuis, 2007).

3.3 Research method

According to Nieuwenhuis (2007), the research design, which contains the ontology and epistemology of the researcher, implies practical concerns regarding the method used to execute the research project. When considering research methodology, Babbie and Mouton (2003) distinguish between qualitative and quantitative research. Due to the explorative nature of this study, a qualitative research methodology has been chosen.

Qualitative methodology allows the researcher to come to an in-depth understanding of the phenomena studied, by looking at the phenomena in its finest and deepest form, investigating a small sample of the population until data saturation is acquired. Qualitative studies are at an advantage in that verbal, in-depth information, regarding the experiences of individuals, can be obtained. Quantitative research designs, on the contrary, obtain numerical data about such experiences (Welman, Kruger & Mitchell, 2005).

Qualitative research designs allow the researcher to do investigations among individuals, or a group of individuals, within a community or organisation. The design focuses on the behavioural regularities of common workplace occurrences (like the relationships between individuals or within groups), typical experiences, motives, and beliefs. The chief mission of

this type of study is to uncover and convey the way in which people in particular situations, experience, understand, manage, and take action in those situations. It also endeavours to understand and express how participants manage the difficulties that they encounter (Welman, Kruger & Mitchell, 2005). An interview format is used to attain an authentic account of the participants' experiences and feelings. For the sake of this study, the aim is to uncover how successful leaders perceive critical leader behaviour in the emerging South African economy.

The researcher has approached this study without assuming that he understands what the phenomenon of leadership means to successful leaders. The data analysis is based on an interpretation of the meaning that the respondents have given to effective leadership behaviour (Meyer & Uys, 2006). Therefore, the meta-theory approach is phenomenological, which falls under the qualitative methodological paradigm (Babbie & Mouton, 2003). Qualitative research methodology is used to capture the phenomenon of leadership behaviour in its deepest, most intense, complex, and comprehensive form. Through the research methodology, a mind map can be elicited of how the participant perceives leadership in totality. Leadership can be explored as objectively as possible by using the qualitative method of in-depth interviewing (a questionnaire), thus not contaminating the perceptions of the participant, with those of the researcher. The quantitative approach of testing or measuring the participants' perception of leadership, based on what the researcher perceives leadership to be, does not allow the participant to convey their unique, uncontaminated and complete perception of effective leadership behaviour. The in-depth interviewing technique also avoids the problem of socially desirable answers - which is often a problem with topics where issues regarding ethics and morality are present.

In qualitative methodology, the researcher is the tool through which the required data is collected, in order to meet the desired objectives (Polkinghorne, 2008). The research method can be used as a means of safeguarding the study by means of scientific rigour. There are various tools used in the qualitative paradigm. These include focus groups, the Delphi technique, nominal groups, interviews, document analysis, benchmarking and the repertory grid (Meyers, 2009).

3.4 Data-gathering technique: The repertory grid

The repertory grid technique has been chosen for the purpose of this study, as it is the most suitable data-gathering technique, and for the richness of data that could be gathered from the

participants' mental models of effective leader behaviour. The repertory grid has been an established psychological technique for over 50 years. Easterby-Smith et al. (1996) assert that if people's actions are determined by the way in which they understand situations and other people, the grid provides an excellent means of uncovering and representing that understanding.

According to Fransella and Neimeyer (2003) and Johnson and Weller (2001), the repertory grid interview originated from the personal construct theory of George Kelly. Lemke, Clark and Wilson (2011) note that the interview technique aids in breaking complex personal views into manageable sub-components of meaning. The technique was originally derived from psychology and anthropology, and is particularly useful in exploring topics where the respondent knows the answer indirectly, and tacit knowledge cannot be conveyed directly (Lemke, Clark & Wilson, 2011). Kelly's construct theory proposes that people construct their realities by contrasting their everyday experiences (Fransella & Neimeyer, 2003; Kelly, 1955). According to Easterby-Smith et al. (1996), Kelly acknowledges the existence of two primary worlds: an external world, which cannot be fully comprehended by individuals, and then the interpretations or constructions of that world. In this process of contrasting everyday experiences, individuals fabricate antecedents in order to make predictions of the consequences of future events. If the consequences of events prove the antecedents, the individual's constructs are maintained. In situations where these consequences do not prove the antecedents, individuals must adopt new constructs of reality (Meyer & Moore, 2003).

Reflection on personal constructs force individuals to realise that all constructs of reality can be disproven by alternative consequences or antecedents of events (Fransella & Neimeyer, 2003; Meyer & Moore, 2003). Kelly (1955) expanded the perspective of 'constructive alternativism', in which he claimed that individuals construct, interpret or translate meaning from one entity or phenomenon to another, but cannot comprehend the complexity from one phenomenon to another, in order to understand reality. As such, Kelly (1955) proposed that individuals partly construct or interpret their own meanings of phenomena through their past experiences, assumptions and expectations, with which they approach the world. Fransella, Bell and Bannister (2004) note that emphasis is placed on the uniqueness that is inherent in the individual's personal construction of the world. Thus, the constructions that individuals build are projections of their own personal perceptions of reality (Kelly, 1955; Fransella & Neimeyer, 2003).

The repertory grid interview has been scientifically proven to be a useful tool to investigate participants' personal constructs (Fransella & Neimeyer, 2003). The repertory grid technique allows the researcher to uncover and understand an individual's world as they (the participant) perceive it; by way of explanation, the technique allows the researcher to illuminate the participant's construction of reality and specific phenomena, within that reality (Fransella, 2005; Fransella et al., 2004; Jankowicz, 2003). The technique allows the researcher to uncover and explore an individuals' way of interpretation and sense-making of the world or specific phenomena. Kelly refers to these perceptions of reality as the individuals' personal constructs. The researcher then endeavours to understand the conceptions of the interviewees' world, as they see them, by constructing mental models using the utterances made during the repertory grid interview. This allows the researcher to perceive the nature of reality, as the interviewees explains it. These mental models are defined and/or elicited through elements (aspects) of a particular phenomenon. Subsequently, constructs are elicited in response to these elements, followed by an investigation of how these elements relate to the originating constructs (Bell, 2005; Easterby-Smith et al., 1996).

Fransella (2005) insists that researchers require the essential skill of accurately subsuming the participant's construing system. In her opinion, the researcher should come as close as possible to seeing the world through the participant's eyes. "Subsuming involves seeing the world through another's eyes and – even experiencing some of the feelings involved – but also maintaining a sense of oneself as being separate from the other" (Fransella, 2005, p. 42). Only by subsuming the way in which the participant sees reality, can the researcher gain a personal understanding of that person, and play a role in relation to that person.

In addition to subsuming, researchers must be able to more closely comprehend the way in which the participant perceives a particular aspect of their own reality. This skill is called credulous listening, which involves taking utterances at face value, without merely accepting their construing. According to Kelly (1955), acceptance does not mean seeking mere commonality of ideas between researcher and participant, but rather seeking a way of subsuming the construct system of the client. Kelly (1955) warns that the researcher must retain their integrity in order to gain an accurate understanding of the situation.

Easterby-Smith et al. (1996) note that the repertory grid has three essential features: (a) elements, which are objects of thought, and can be people, places or ideas; (b) constructs, which are the qualities that the person uses to describe and differentiate between elements.

Constructs are bipolar and consequently have positive and negative ends; and (c) linking mechanisms, which are the various ways that show how elements and constructs are linked.

Kelly (1955) defines constructs as the way in which two entities are alike, and thereby different from a third or more entities. A construct should allow an individual to anticipate or develop expectations regarding future events or situations. According to Kelly (1955), the constructs that emerge from the experiences can be considered as bipolar meanings, which inform the researcher of the deeply held perceptions, regarding the phenomena under contention, of participants.

The fact that the construct is bipolar is important, because defining what something is, is simultaneously defining what it is not (Easterby-Smith et al., 1996) In the case of this study, defining what effective leadership behaviour is also illuminates what effective leader behaviour is not. Furthermore, Fransella et al. (2004) stress that a construct should not be viewed as static, but rather as an ongoing process of construing or sense making.

Jankowicz (2003) notes that the personal constructs of the participants must be arranged before perceptions can be formulated, in order to build mental models of how the participant perceives or experiences the phenomenon. Personal constructs are the building blocks of mental models, and therefore, the basic unit of analysis in the repertory grid technique (Jankowicz, 2003; Meyer & Uys, 2006). Senge et al. (1994) define mental models as participants' deeply held assumptions or schemata of a particular phenomenon in the social world (such as the critical leader behaviour in the emerging South African economy). Yukl (2013) contributes to this definition, stating that the term "mental models" is commonly used to describe conscious beliefs and implicit assumptions about the cause of performance (or behaviour), and the best way to improve it. Senge et al. (1994) explains that these mental models determine the way in which the world is perceived, and consequently, determines the way in which it is reacted to. For this reason, two people can find themselves in the same situation, but experience it differently. This would cause them react differently to that same situation, because in their minds, the situation is different. Therefore, reality is perceived as a construction of each individual's perception thereof. In order to ensure that mental models of the participants represent the area of interest in the current study, sophisticated sampling strategies were used to locate participants who are known as experienced and successful leaders.

The repertory grid technique is applied in this study, and allowed the researcher to construct mental models of each participant's perceptions on effective leader behaviour, by probing the constructs elicited within the repertory grid interview. In this study, the elements refer to five specific instances of leadership behaviour: three situations, portraying positive (effective) leader behaviour, and two situations revealing neutral or negative (ineffective) leader behaviour. Lemke et al. (2011) have found that repertory grid technique results in a greater depth of construct elicitation, than semi-structured interviews do. They also insist that the technique is valuable in minimizing the use of jargon and social desirability bias in the respondents' answers.

3.5 Sampling strategy

Two categories of sampling strategies can be distinguished, namely probability and non-probability sampling (Welman et al, 2005). Berg (2009) argues that non-probability sampling is used to locate participants in qualitative research, in order to explore relatively unknown areas of interest. In non-probability sampling, the researcher is not able to determine the probability of any element or member of the population being included in the sample, and thus, the representativeness of the data cannot be determined by means of calculating the sampling error, among other techniques (Welman et al., 2005). Non-probability sampling is used when a phenomenon must be explored in its finest and deepest detail, for the sake of completely understanding a phenomenon or a part thereof.

For the sake of locating the desired participants for this study, two non-probability sampling techniques were utilised: purposive sampling of convenience, and snowball sampling. Purposive sampling of convenience is a specialised strategy that researchers employ to select participants based on availability, and the notion that their characteristics are relevant to the research topic (Berg, 2009; Welman et al., 2005; Silverman, 2005). Researchers rely on their ingenuity, experience, and/or previous research to deliberately obtain their units of analysis (Welman et al., 2005). It is important to acknowledge that although purposive sampling is used widely, it is very subjective and therefore, prone to bias and influences beyond the researcher's control. Consequently, it is difficult to ensure the representativeness of the sample, and researchers should be wary of generalising results to the entire population.[2] Due

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[2] The aim of the study is to uncover effective leader behaviour in its most comprehensive form, in order to elicit the critical leader behaviour that is conducive to effective leadership. The aim is not to generalise these

to the nature of qualitative research, the study does not aim to prove the representativeness of the sample as a means of generalising the findings, but rather to study a small number of the population in its deepest, most complex form, in order to gain a better understanding of its functioning.

Effective, prestigious, and profound leaders are scarce in South Africa, as in all countries around the world. In order to locate leaders who have proven themselves as experts in the business arena, and are willing to give their insights on effective leader behaviour, a purposive sample of convenience was employed. Access to initial participants (successful CEO's of well-known organisations, current and retired) was obtained through the researcher's supervisor, and by word of mouth. In order to find more participants, snowball sampling was subsequently initiated. Welman et al. (2005) describe snowball sampling as the process whereby the researcher approaches a few individuals, from the relevant population, after which these approached individuals act as informants, who identify other members from the same population for inclusion in the sample. Snowball sampling was chosen for the purposes of this study, because the population (successful, profound and prestigious CEO's) is a very small population, and the individuals are difficult to contact. Snowball sampling is continually utilised until data saturation is obtained - which is expected to occur between the 12th-15th participants. Data saturation is the event in which enough information is gained for any further acquisition of information to be fruitless.

For the purpose of this study, identified potential participants were contacted via e-mail. The e-mail explains the nature of the study, and asks the potential participants whether they would be willing to participate in the study. Participants who agreed to partake in one-on-one repertory grid interviews were contacted telephonically to schedule a suitable date, time and place for the interview. Biographical data of the participants were collected to ensure credibility. In the event of a participant expressing their wish to stay anonymous, the participant would have been given a coded identity (Participant 1, Participant 2 etc.), and all identifiable information about the participant would have remained completely confidential. However, all the participants voluntarily gave the researcher informed consent to reveal their identity, as well as the identity of their organisation.

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behaviours yet, but only to uncover the existence of these various behaviours. The testing of such behaviours on a representative sample might be considered for future study.

3.6 Data-gathering process

The repertory grid technique, used in the data gathering process, is systematically organised to ensure that favourable conditions are created for each of the participants in the study. This guarantees scientific rigour as far as possible. Interviews were scheduled to be approximately one hour in duration, and were all administered in a comfortable location devoid of noise and distraction. Each interview was set off by establishing rapport − welcoming the participant and briefing them, followed by an introduction of the study and an overview of the repertory grid technique, utilised in the interview. Establishing rapport also includes sharing personal information about the researcher and the study, as well as the participant's career. The welcoming, and phase establishing rapport, was followed by the acquiring of informed consent and collecting of the participants' biographical information.

Thereafter, the third stage of the data-gathering process commenced with an introductory question as the start of the repertory grid interview. The introductory question aims to focus the grid. In this case, the study focuses specifically on explicit leader behaviour. The first question asks the participant to elicit five cases or incidents of leader behaviour, of which three situations represent leader behaviour that has lead to success, or organisational effectiveness. The other two situations should represent leader behaviour that has lead to ineffective, bad, or neutral outcomes (hereafter referred to as the three positive and two neutral or negative cases or incidents). The participants were instructed to be very specific in their elicitation of the five cases/situations, and were questioned for more detail and context, where the researcher deemed necessary. It was also important to ensure that the participants selected homogeneous examples of situations, for example, comparing people with people or outcomes with outcomes.

After the cases had been identified and contextualised, the constructs were elicited from the elements. This is done by writing each of the elements onto an index card, and selecting three cards at random (known as a triad). The participant is asked to provide a word or phrase that describes how two of these cards are similar, but different from the third, in terms of leader behaviour. For example: In case 1 and case 2, the leaders were approachable, but in case 3, the leader was unapproachable.

The next stage of the process links the constructs to elements. If combinations made by participants were in any way unclear, a sixth stage, referred to as *laddering* was included in the data-gathering process, in order to enrich the data. The participant's combinations of

cases were repeated until the contrasts had become redundant, causing data saturation. When the repertory grid interview had been completed, the participants were afforded the opportunity to ask questions, or give additional thoughts or insights. Figure 3.2 illustrates the steps in the interviewing process.
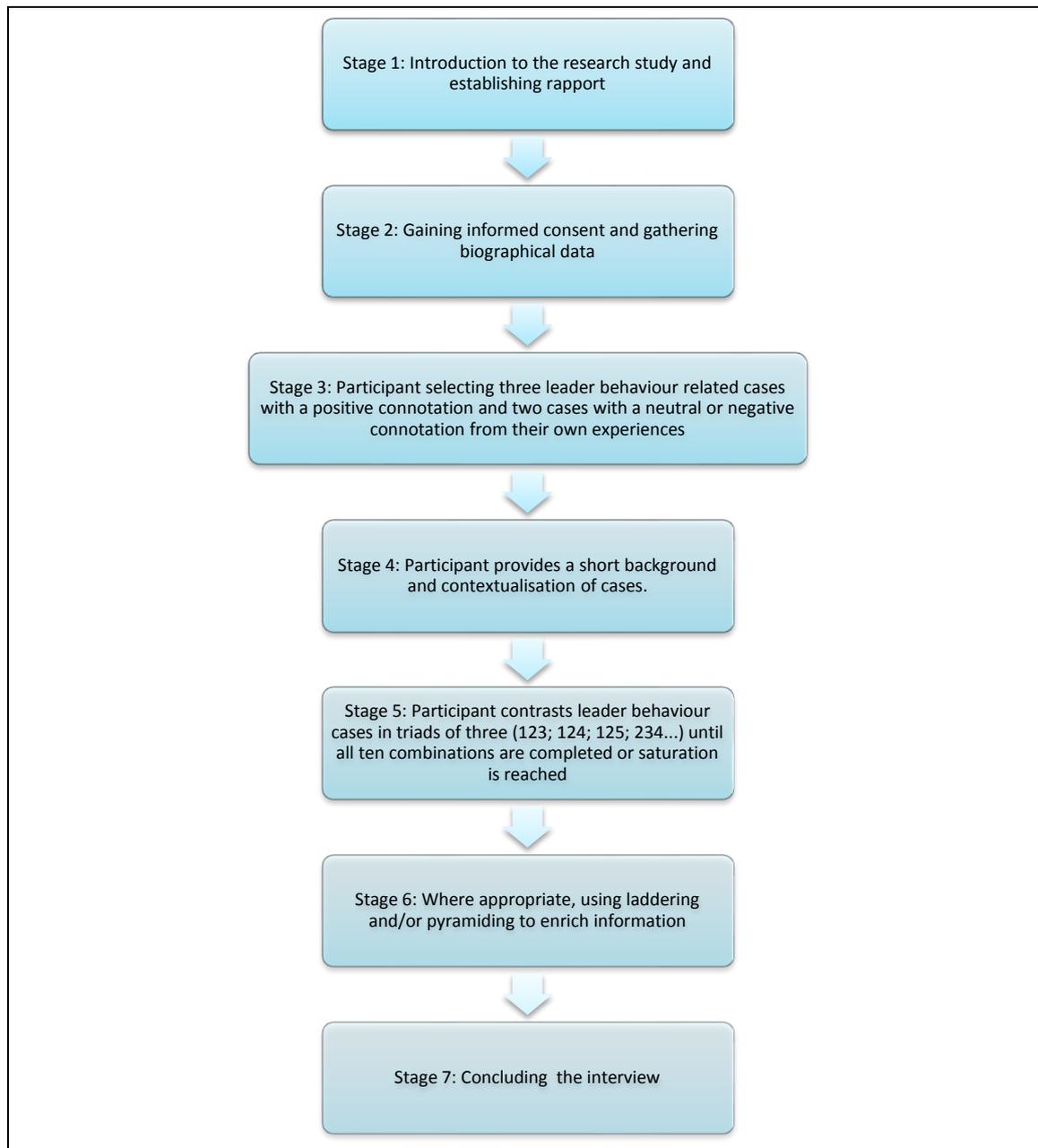
Figure 3.2 Steps in the repertory grid interview.

(Adapted from Van Lill, 2012)

In the third stage of the repertory grid interview, the following question was asked to elicit leader behaviour cases or situations, from which participants could indicate contrasts:

In terms of your experience as a leader, name three cases or situations that are concerned with leadership behaviour that lead to a positive outcome and two cases which lead to a negative outcome.

Participants had to present five cases, containing either a positive, or a negative aspect of leader behaviour. The first three cases (labelled *Case One, Case Two* and *Case Three*) had to represent cases with which the participants have positive connotations. The other two cases (labelled *Case Four* and *Case Five*) had to represent cases with which the participants had neutral or negative connotations. All the cases were written onto index cards, in order to assist participants in making comparisons between the elicited elements.

In stage four, the participants were asked to indicate the behaviour involved in each case, and what the consequences of that behaviour were. Background and context information of each situation is valuable in uncovering the mental models of effective leader behaviour within the minds of the participating leaders.

After the participants provided the five cases (elements), they were asked to compare the cases in combinations of three (triads), in phase five. Participants compared all the cases, identifying how two cases were similar to one another, but different from a third, specifically as they relate to leadership behaviour. These comparisons were made until all possible combinations had been compared. Participants had to answer to following question in order to facilitate the contrasts made between the respective cases:

Tell me something regarding leadership behaviour that two of these cases have in common that make them different from the third case in terms of leader behaviour.

Participants were asked this question in terms of the ten different combinations of the five cases (1,2,3; 1,2,4; 1,2,5; 2,3,4; 2,4,5; ...etc.) whenever possible, in order to elicit as many constructs or aspects of leader behaviour from each participant, as possible. Table 3.1 is an example of the blueprint format adopted to capture participants' contrasts, in this study. The first column of Table 3.1 contains the case *pairs* (similarities), and column seven (labelled *singletons)* contains the contrast between the case pairs, as well as the third case. Columns two to six contain the five different cases to be contrasted.

Table 3.1

Repertory Grid Format

Pairs	Leader behaviour case 1	Leader behaviour case 2	Leader behaviour case 3	Leader behaviour case 4	Leader behaviour case 5	Singletons

(Fransella et al., 2004)

Significantly, participants were purposefully not informed on the ethical aspect of leadership, at the onset the interview. This omission prevents socially desirable answers, and simultaneously investigates the presence, or lack of ethics in effective leader behaviour. Participants, who failed to mention ethics or ethics-related constructs in the repertory grid interview, were asked about ethics directly at the end of the interview. Questions included what role ethics play on leader behaviour, and what effect ethical or unethical behaviour has on the employees. If participants are informed about ethics beforehand, it is possible that they would give socially desirable answers, thus negatively influencing the validity of the information. Therefore, the initial omission of ethics ensures the validity of the information obtained from participants, and is not intended to deceive participants. So, it was decided that participants would be questioned directly about ethics at the end of the interview, if they did not introduce the topic of their own accord. Ethical clearance has been obtained from the tertiary institution at which the study is conducted, in order to have approached data gathering in this manner.

The credulous listening technique was used to ensure that the data was objectively and scientifically gathered. Credulous listening is a technique, developed by Kelly (1955), in which the researcher withholds his interpretations of the participants' experiences, in order to report their responses as truthfully as possible (Jankowicz, 2003). Fransella et al. (2004) explain that credulous listening is as a way of listening, where everything the participant says is essentially taken at face value. Therefore, whatever a participant says is accepted as true, even if the researcher knows it to be false. This is done because the researcher can identify

the reason for the participant's false truth, from that participant's perspective. Credulous listening seeks the meanings that are hidden behind the words. The researcher does not attempt to translate what is said into their own words, and makes no value judgements. Instead, the interviewer endeavours to learn and understand the verbal and non-verbal language of the participant, in order to see the world from the participant's perspective. Fransella et al. (2004) note that Kelly entitled the process of "making no value judgements" and seeing the world from the participant's point of view, suspending. Suspending involves attempting to put aside the researcher's own construing of reality while interviewing the participant. Although this skill is impossible to master completely, the objectivity of the data-gathering process can be increased by effective suspending. Suspending is especially important when using laddering to gain more information. As part of credulous listening, Kelly (1955) also refers to subsuming, which is the act of trying to see the world through another's eyes. Kelly (1955) notes that the only way of understanding another's view of the world, is by attempting to get inside their construing system and take a glance from their eyes.

3.6.1 Clarifying constructs

When a person articulates a construct, their initial reply can range from a single word or phrase, to a long vague description. In either case, it is necessary for the researcher to explore their understanding of that reply: in one instance to probe, and in another to clarify. When clarifying constructs, it is imperative to identify exactly what the respondent means, in order to empower the researcher to accurately report on their utterances.

An additional stage (stage six), called laddering, can be incorporated into the study if the researcher believes that there is a lack of clarity, context or detail in the participant's responses. Laddering is used to enrich the information from the participants, in order to clarify the similarities and contrasts provided (Senge et al., 1994). Fransella et al. (2004) refer to laddering as the process in which researchers inquire into the constructs elicited by participants, in order to obtain more clarity regarding the value and meaning that participants attach to the similarities and contrasts between cases. Easterby-Smith et al. (1996) contribute to the definition by adding that laddering is an in-depth way of exploring a person's understanding, and that laddering relates to the hierarchical relationships within constructs. In laddering, the aim is to understand what the participant is ultimately referring to. For example, a person might say that in *Case 1*, the person did not share his food, versus the person who did share his food. Through laddering, the researcher is able to uncover whether

the issue is sharing food, or the participant's willingness to help others. This valuable information can only be unearthed by laddering up the construct until the superordinate construct, which carries the ultimate meaning, is reached. This information enables the researcher to gain a better understanding of the construct, and how the participant perceives it. Laddering can be executed in various ways: firstly, by asking the responded what they mean for example, "what do you mean by a good team worker?"; secondly, by asking the respondent what their opposite response would be for example, "what would be the opposite of a team worker be?"; or thirdly, by asking the respondent to answer in an alternate way (Easterby-Smith et al., 1996). "Why" questions are used in laddering up, to identify the essence in contrasts presented by the participants. Laddering down (also referred to as pyramiding) can also be used as a construct clarification technique. Laddering down asks utilises "how" questions in order to obtain behavioural explanations of the contrasts made by the participants. Thus, laddering down explores the participant's understanding of a particular construct (Jankowicz, 2003 Fransella et al., 2004; Senge et al., 1994). Constructs can be expanded, and new constructs can be added by laddering down. For example, when asking the participant what a good leader is, and what they mean by a good leader, they might expand on their explanation by adding that leaders are good communicators, delegators and motivators – adding three constructs to the list. Laddering is continually used until all the constructs and similarities between the cases, named by the participants, are clarified.

Once data saturation is achieved, and no novel constructs are elicited from the leader behaviour cases, stage seven commences. In this stage, the researcher thanks participants for their participation, and gives them the opportunity to ask questions or make final remarks.

3.7 Data analysis

Data analysis is a four-stage process. The first stage consists of writing down the similarities and differences in the repertory grids. Laddering is used during this process, to clarify contrasts and similarities as indicated by the participants. In this study, the researcher has verified his interpretations of the labelling of constructs given by the participants, wherever possible. This ensures credibility of the study by guaranteeing accurate representations of the participants' views. Field notes are made immediately following the close of the interview. These notes do not include aspects of the interview pertaining to the setting, demeanour of the participant, overview of the main views expressed by the participant, or any observation

that is unique or noteworthy, and may have an influence on the results of the participant's views.

During the second phase, each participant's repertory grid is holistically scrutinised for any personal constructs contained within them. The second phase only commences once all the interviews have been conducted. Jankowicz (2003) advocates this holistic approach of repertory grid analysis, and refers to it as eyeball analysis. Jankowicz (2003) defines eyeball analysis as the mode in which the researcher steps back from the results, obtains a holistic overview of what has been said during the interview, and then categorise the similarities and contrasts, as highlighted by the participants, into meaningful cohesive constructs. Those constructs are organised to reflect the mental model of each particular participant. Personal constructs in the mental models of the participants are regarded as the basic unit of analysis (Jankowicz, 2003 Easterby-Smith et al., 1996).

The third stage of analysis involves a thematic analysis method, referred to as bootstrapping (Fransella et al., 2004). Thematic analysis is the process of "identifying, analysing and reporting patterns (themes) within data" in such a way that rich descriptions of phenomena can be constructed (Braun & Clarke, 2006, p.79). Jankowicz (2003) defines bootstrapping analysis as the systematic approach in which the basic units of analyses (in this case personal constructs) are contrasted and categorised to form meaningful, holistic themes. Categorisation is based on a continuous process of scrutiny of the similarities between constructs, until all constructs are contained within saturated themes (Jankowicz, 2003 Meyer & Uys, 2006). Thematic analysis, bootstrapping in this specific case, can occur at both the manifest and latent level. This means that analysis can occur by merely counting the frequency with which explicit references are made to a certain idea (theme), or by inferring implicit references to the idea (theme), or both (Joffe & Yardley, 2004).

The final stage of data analysis involves interpreting the themes from the analysis, and corroborating the results thereof with relevant literature on leader behaviour, in a comprehensive literature control. The literature control aims to corroborate the interpreted results in order to provide important insights on effective leader behaviour, in an attempt to better understand and manage leadership.

3.8 Strategies that ensure quality research

Schurink (2009) notes that scholars generally agree that social science is a systematic and organised process. Sufficient knowledge (evidence) must be gathered during this process, to

provide an accurate or truthful representation of the phenomenon under contention. Qualitative research and quantitative research differ in the way that they measure research quality. This is due to their different approaches to ontology and epistemology. It is important to note that qualitative researchers accept subjectivity as a legitimate domain for social scientific research, and acknowledges the researcher's role in the research as a prerequisite to uncovering the desired in-depth knowledge (evidence).

In quantitative research, the researcher normally ensures the quality of research by referring to internal and external validity, reliability and objectivity. In qualitative research, scholars measure the quality of research by looking at credibility, transferability, dependability and conformability (Guba & Lincoln, 2005; Eriksson & Kovalainen, 2008). Schurink (2009, p. 794) asserts that "when judging the quality of qualitative research, the truthfulness of the study can only be justly validated if the reviewer/reader is informed and understands the epistemological and ontological position the researcher adopted". It is therefore of great importance for the qualitative researcher to be systematic, rigorous and transparent in conveying his research process, as a means of ensuring the quality of the research.

Credibility, as the first qualitative measure of research quality, refers to the extent to which the researcher provides an accurate and truthful representation of the views and opinions of the participants. Therefore, credibility is concerned with whether or not there is a match between the participant's views and the researcher's reconstruction and representation of those views. Eriksson and Kovalainen (2008) state that credibility answers the questions of whether the researcher is familiar with the topic, and whether the data is sufficient to merit his claims; whether the researcher has made strong logical links between observations and the constructed categories; and whether any other researcher can come relatively close to the researcher's interpretations, or agree with his claims, based on the materials. Credibility is distinguished as the most important criterion (Schurink, 2008).

Transferability indicates the extent to which the views and/or opinions of the participants can be generalised to suit other situations. Dependability refers to the rigour with which the study is conducted. Dependability seeks to prove that the research can be trusted, by demonstrating that the research was systematically and rigorously conducted. Finally, confirmability refers to the extent to which the research can be confirmed through evidentiary support from the collected data (Eriksson & Kovalainen, 2008; Guba & Lincoln, 2005; Schurink, 2008).

In this study, credibility is ensured through credulous listening, laddering and peer debriefing (Jankowicz, 2003; Schurink, 2009). Through credulous listening, the personal constructs or verbal utterances of the participants are taken at face value. The researcher is able to remain as objective as possible, and represent responses as accurately as possible, by refraining from making interpretations during the interviews (Schurink, 2009). Where clarity is lacking, laddering is employed to uncover and understand exactly what the participants mean by their utterances. Constructions of participants' mental models have been scrutinised and corroborated by the research supervisor, to ensure accuracy (Guba & Lincoln, 2005; Schurink, 2009). The researcher has ensured that his personal opinions and feelings do impede on the accuracy of his reporting, by constantly reflecting on his role in this study.

Transferability is met by ensuring rigorous selection of suitable participants for the study (Cohen & Crabtree, 2008). Participants have been selected through specialised sampling techniques, namely purposive sampling of convenience, and snowball sampling, in order to ensure that participants' characteristics are relevant to the topic of the study.

Dependability is ensured through rigorous planning and a thorough and systematic research process, which includes a pilot interview to test the suitability and effectiveness of the interview technique. In terms of the research process, rigour is evident in the data-gathering process, data analysis, and reporting of the data findings.

Confirmability of the study is ensured by creating a formal audit trail of the study, which can be traced in order to audit reporting and analysis. Internal auditing is conducted by keeping a journal of all relevant and noteworthy occurrences and information of the research process. The participants' narratives are reported as a means of corroborating the research findings, and thereby ensuring the confirmability of the study.

In qualitative research, the quality of research must be ensured by conveying to the reader exactly how and why the results and conclusions have come about. This can effectively be done by a systematic and rigorous research process, supplemented by well-communicated and well-argued corroboration, with relevant and logical theory. Schurink (2008, p. 42) contributes to this argument, maintaining that "the notion of management of the research process and transparency, with specific reference to the auditing trail or research story and reflexivity, has become an important strategy to ensure quality research". Schurink (2008) defines the auditing trail as a systematically maintained documentation process of the

researcher's continuous critical analysis of all decisions and actions, taken during the entire research process.

The auditing trail displays the interaction between the researcher and the participant in such a way that the research can be understood in terms of what has been discovered, as well as how it has been discovered. The researcher's explicit questioning and reporting of their own involvement allows the reader to understand and validate the researcher's interpretations, because they are informed about the researcher's position in relation to the study (Schurink, 2008). When leaving an audit trail, it is important to continuously defend the logic of decisions in order for them to be validated and/or scrutinised.

3.9 Ethical considerations

Punch (2006) notes that there is an increasing concern regarding ethical issues in research. It is becoming increasingly important to respect the welfare of everyone involved, in order to ensure safe and due research. Researchers are often faced with various ethical dilemmas during the course of their research. Therefore, researchers must constantly be mindful of, and decide on proper ethical conduct. Ethical issues involve the concerns and dilemmas pertaining to the proper way of executing research, and particularly not creating harmful conditions for the subject under enquiry in the research process (Schurink, 2008). Mason (1996) imparts that qualitative researchers should be just as concerned with constructing an ethical research design, as they are with constructing an intellectually coherent and compelling one. The study should reflect the overall integrity, quality and worthiness of the research (Schurink, 2008).

Consequently, the purpose of reflecting on potential ethical risks, associated with the proposed research, is to protect the dignity, rights, safety, and well-being of the research participants involved in this study. Empirical behavioural research requires the active or passive involvement of people, and might impose on the dignity, rights, safety, or well-being of those people. The critical question is whether this compromise can be justified in terms of the purpose of the research. The costs that research participants might have to incur, must at least equal the benefits of the study (Standard Operating Procedure, 2012).

There are no potentially serious risks or discomforts related to this study. Any concerns that participants might have with regard to possible negative repercussions of completing the interview, are addressed by assuring voluntary confidentiality of the results.

Annexure 12 of the Ethical Rules of Conduct for Practitioners Registered under the Health Professions Act (Act no. 56 of 1974) (Republic of South Africa, 2006, p. 41) requires psychological researchers to disclose confidential information under the following circumstances:

A psychologist may disclose confidential information

- only with the permission of the client concerned;

- when permitted by law to do so for a legitimate purpose, such as providing a   client with the professional services required;

- to appropriate professionals and for strictly professional purposes only;

- to protect a client or other persons from harm; or

- to obtain payment for a psychological service, in which instance disclosure is limited   to the minimum necessary to achieve that purpose.

The research participant has the right to voluntarily decide whether they wish to accept an invitation to participate in research. In order to make an informed decision on whether they wish to participate in the research, the participants need to be informed on the objective and purpose of the research, what participation in the research involves, how the research will be disseminated and used, who the researcher is, what the researcher's affiliation is, where participants can make further inquiries about the research, if they wish to do so, what their rights as participants are, and where they can obtain more information of their research rights (Standard Operating Procedure, 2012).

According to Annexure 12 of the Ethical Rules of Conduct for Practitioners Registered under the Health Professions Act (Act no. 56 of 1974) (RSA, 2006), it is required of a psychologist who conducts research, to enter into an agreement with participants pertaining to the nature of the research, the participants' responsibilities, as well as the researcher's responsibilities. Annexure 12 (RSA, 2006, p. 42) imparts that the agreement, in terms of which the research participant provides informed consent, must meet the following requirements:

(1) a psychologist shall use language that is reasonably understandable to the research participant concerned in obtaining his or her informed consent.

(2) Informed consent referred to in sub-rule (1) shall be appropriately documented, and in obtaining such consent the psychologist shall –

(a) inform the participant of the nature of the research;

(b) inform the participant that he or she is free to participate or decline to participate in or to withdraw from the research;

(c) explain the foreseeable consequences of declining or withdrawing;

(d) inform the participant of significant factors that may be expected to influence his or her willingness to participate (such as risks, discomfort, adverse effects or exceptions to the requirement of confidentiality);

(e) explain any other matters about which the participant enquires;

(f) when conducting research with a research participant such as a student or subordinate, take special care to protect such participant from the adverse consequences of declining or withdrawing from participation;

(g) when research participation is a course requirement or opportunity for extra credit, give a participant the choice of equitable alternative activities; and

(h) in the case of a person who is legally incapable of giving informed consent, nevertheless –

(i) provide an appropriate explanation;

(ii) obtain the participants assent; and

(iii) obtain appropriate permission from a person legally authorized to give such permission.

The following ethical issues are important in the study under contention: voluntary participation, informed consent, confidentiality, anonymity, transparency, objectivity and respect. In terms of voluntary participation and informed consent, an informed consent form, outlining the objectives of the research study, has been drafted and given to participants. The informed consent form requests participation, and informs the participants that participation is voluntary, and that they may withdraw at any point, without penalty. The participant's signature is regarded as proof of their acceptance and understanding of the above mentioned

stipulations. The informed consent form also states that the names of all participants will be kept confidential and be omitted from the research report, if they wish to conceal their identity. The confidentiality of the participants is ensured in order to protect them, but also to encourage them to respond as truthfully and frank as possible. Participants are informed that they are entitled to receive a copy of the research report, should they wish to receive one. This is as a token of respect to the participant's dignity, and to show appreciation for the participant's collaboration in the study.

Participants are encouraged to disclose their identity, as it will significantly contribute to the credibility of the study. The fact that the respondents are prestigious and successful CEO's make their responses credible, based on their reputation. Therefore, revealing their identity enhances the credibility of the research results. However, as has been mention, the participants' identities are only revealed if they give the researcher explicit consent to do so. For the credibility of the research it will therefore be beneficial if the participants do not stay anonymous and give consent that their identity may be revealed. If respondents do not explicitly give consent to the researcher, their identity will remain confidential and they will consequently be coded as Participant 1, Participant 2 etc. In such cases, the following apply:

Any information obtained in connection with this study, that can identify a particular participant, will remain confidential unless the participant gives specific consent, or if disclosure is required by law. The researcher is the sole administrator of the interviewing process, and is the only one with access to the recordings and manuscripts of the interviews. Once the interviews have been collected, the recordings and transcripts are stored and sealed in boxes and taken to the researcher's home. Data is captured solely by the researcher. Only the researcher and the study supervisor have access to the raw data. The participant has the right to review and/or edit the tapes. The tapes will be destroyed once all results have been gathered, analysed and recorded in the research report.

Participants are coded Participant 1 (P1), to the number of participants that participate in the study (for example, P1 – P15). No identifiable information of participants is recorded, in the report or anywhere, where it can be accessed by anyone except the researcher and the research supervisor.

Objectivity is important in the study, as it is a means to ensure the truthfulness and accuracy of the researcher's reporting. It is imperative that the researcher remain objective by refraining from making personal judgements with regard to the participant's views or

opinions. It is also important that the themes extracted from the constructs, elicited from the repertory grid, portray an accurate reflection of the actual data collected, rather than a personal reflection of what the researcher deems important. Objectivity is ensured by strictly adhering to the principles and methods underlying thematic analysis, as well as peer debriefing. During peer debriefing, the research supervisor examines the interpretations in order to verify their accuracy. Thoroughness through methodological rigour and truthfulness is also ensured by the researcher's constant mindfulness of objectivity and isolation from the participant's responses.

The researcher has submitted an application for ethical clearance of the proposed research study, to the Departmental Ethics Screening Committee (DESC) of Stellenbosch University which was subsequently approved.

3.10 Integration

This chapter provides an overview of the research design, as well as the practical execution of the research study. The chapter begins with a discussion regarding the meta-theoretical assumptions that underpin the study. A discussion and justification of the choice of qualitative research methodology is provided, followed by a discussion on the data-gathering technique and theoretical foundations on which it is based. The research process is discussed, with reference to the data-gathering, data capturing, and data analysis techniques utilised. The sampling strategy is proposed, followed by the strategies employed to ensure quality research. The chapter concludes with a discussion of the ethical considerations in the study.

In the chapter to follow, the results of the study are reported in terms of the themes that emerged from the repertory grid interviews, conducted with the various participants.

CHAPTER 4

RESEARCH RESULTS

4.1 Introduction

In the previous chapter, the research design is outlined for the gathering and analysis of data. Chapter four reports the mental models that have emanated from the repertory grid interviews. The constructs of each participant, that have emerged from the repertory grid interviews, are reported and substantiated with direct quotations from participants, wherever possible. The personal constructs were extracted by holistically scrutinizing the repertory grids of the participants, using a technique called eyeball analysis. In order to ensure transparency and trustworthiness, the data section is written so that it portrays the constructs to which the participants referred as they are captured in the repertory grid interviews, as accurately as possible. Themes are formed by integrating the constructs with the researcher's field notes, as well as his impressions of the participants. The themes are structured as stories that contain the mental models of the research participants, in terms of their mental models of effective leader behaviour.

4.2 Data

4.2.1   Participant 1: René Otto

Mr. René Otto (BLC LLB LLM) serves as Chief Financial Officer of Santam Ltd. and served as its Chief Executive Officer of Miway Insurance since January 01, 2012. Mr Otto serves as Chief Executive of Channel Life Limited. Mr Otto has wide-ranging experience in the short-term insurance and technology sectors. He served as Director of Channel Life Limited.

Mr Otto was friendly and composed during the interview. He is strikingly passionate about his employees, and just as strategically composed. He expressed a keen interest in conducting the interview.

The interview revealed that Mr. Otto is passionate about his employees, as well as administering a healthy organisational culture, that elicits the greatness he believes to exist within every employee. A culture of values and empowerment is important to him.

Mr Otto also stated that he values making composed decisions, and a humble approach to leadership and business. He expressed his satisfaction with the research technique and gave his full cooperation. Mr Otto was very enthusiastic and optimistic, and seemed to enjoy talking about leadership. He is clearly passionate about his organisation, and his role as the leader and founder of MiWay Insurance Limited. Table 4.1 tabulates the themes that emanated from the constructs elicited during the interview with Mr Rene Otto.

Table 4.1

Themes stemming from personal constructs: Participant 1 (René Otto)

No.	Themes from personal constructs	Description	Supporting quotes
1	Lead by example	Cultivating desired behaviour, by role modelling the desired behaviour.	"Behaviour must be consistent by underpinning the four values." "You display your commitment, support and trust in the way you conduct yourself in your everyday activities." "Employees will say things like: 'this guy does not know short term insurance, but now he wants to tell us how to do it'." "Essentially, it is a battle for the hearts of your people"
2	Positive empowering culture	Always conveying a positive attitude and investing in your employees to empower them and elicit their potential	"To me culture is one of the most important things about running a business" "Me and my team strive to build and maintain a culture where it is enjoyable to come to work and where people find meaning in what they do" "We found a strategy to drive general behaviour... to me, culture is about how we treat each other, and how our employees treat our customers." "One of our values is to always have a positive attitude."
3	Continuous motivation through support and	Conveying support and commitment to employees in an attempt to gain their support and	"I have individual relationships with these people, I speak with them every day." "Peer recognition is very important and a strong motivator to employees."

	commitment	commitment.	"We are rewarding the right behaviour, and I think that is crucial."
4	Responsibility and accountability	Taking responsibility for your actions; being accountable.	"It is one of our values to always be accountable." "Your actions represent MiWay as a brand. If I represented you, I would have behaved differently." "It never works if you go behind someone's back. Sometimes you have to call their bluff and take issues on directly and openly."
5	Trust and respect for others	Showing a genuine concern for the well-being of all your employees. Showing mutual trust and respect for every person in the organisation.	"It is part of our culture to encourage people to speak their mind and give them the freedom to participate." "It is one of our values that everyone should have freedom to express themselves and to be the best that they can be." "They realised we had a problem, but they said 'listen we are going to back you'."
6	Maintaining credibility	Followers should believe in your ability to lead them successfully.	"People will not follow a leader who is not credible". "He is a light-weight - people do not believe in him and trust him".
7	Transparent and authentic	Always being honest and open with your followers. Being consistent in your words and actions.	"As long as you have a positive attitude, you can be honest and transparent in what you think, do and feel." "We are not trying to hide that there is an issue; we are rather acknowledging the issue with the pride that we can solve it by being honest and open with each other."
8	Realism and self-awareness	Leaders need to be realistic about their situation, relationships and environment, and should simultaneously have a strong self-awareness of their strengths and weaknesses.	"I think it is important that a leader should be in touch with reality and have a strong self-awareness." "It's easy to believe your own propaganda." "Everyone can see that you are naked, but you believe that you have clothes on."
9	Strategic and collective insight	The ability to strategise as a collective effort in order to understand, adapt to, and exploit your environment	"You can have good interpersonal skills, but without good strategic insight, it will not get you very far." "Lack of strategic insight, lack of patience and unhealthy strong ego often go hand in hand."
10	Socialised power and	Always having the best interests of the	"Group solutions have a bigger impact on the organisation." "The quality of the argument/idea should always be more

			important than who made the argument."
	team approach	organisation in mind, and utilising the people around you.	"If you focus too much on yourself, you often act to the detriment of others."
11	Balancing courage and humility	It is important to believe in yourself and have the courage to make difficult decisions, but it is also important to stay humble and act in the best interests of the company, rather than for personal gain.	"It is important to be able to take a step into the unknown." "Good leaders need the courage to take risks." "If you only do what is normal, your outcomes will be normal and you won't be able to distinguish yourself from your competitors."

4.2.1.1   *Leading by example*

Mr Otto believes that it is important to model the behaviour that employees are meant to replicate. He also supposes that it is not only important to model the desired set of behaviours, but also to convey the support, commitment, intensity and urgency of the desired behaviours.

4.2.1.2   *Positive empowering culture*

Mr Otto emphasises the importance of building and maintaining a healthy organisational culture that compliments organisational objectives. He believes that it is important for people to enjoy their work and find meaning in what they do. As a result, he cultivates a culture of participation, freedom of speech, empowerment and recognition. Mr Otto has found that a floating trophy (in this case a samurai sword) is one of the most useful ways of cultivating culture. He uses this trophy to recognise and reward good behaviour (behaviour that is conducive to organisational objectives). The trophy is used to motivate employees to behave according to the four core values of the organisation. MiWay was voted the Deloitte Best Company to Work For (Medium Company Category) in South Africa, for the past two years. Mr Otto attributes this success to the healthy organisational culture that he and his team have established.

He also believes in absolute freedom of expression, and encourages robust debate. He deems it important that people should contribute and express themselves freely, in order to build trusting relationships and increase the input of ideas and perspectives. However, he does

insist that a positive attitude and constructive inputs, rather than destructive inputs, are prerequisites for the success of such a culture.

Mr Otto admits that culture can be good or bad, and that it is important to ensure that the culture within the workplace is a positive one; a culture that will benefit the organisation and its people. He values the impact of a positive attitude.

4.2.1.3   *Continuous motivation through support and commitment*

Employees must continuously be shown motivation and support, and good behaviour must be recognised, appraised and rewarded instantaneously, as a way of motivating the employee who shows such positive behaviour. Instant rewarding also demonstrates model behaviour to others.

Mr Otto maintains that he sincerely does know his employees, and that this makes a significant difference in his managerial style. He knows how to manage each individual, as well as the group. He insists that it is very important for him to build strong interpersonal relationships with all his employees.

MiWay reinforces desired behaviour by recognising and rewarding the right behaviour. Mr Otto is adamant that this reinforcement results in a positive momentum, which reinforces desired behaviour. He contends that maintaining credibility is key (see Section 4.2.1.6). If employees do not take their leader seriously, they will not perform as desired. It is important that leaders follow through on their word.

4.2.1.4   *Responsibility and accountability*

Mr Otto is adamant that everyone at MiWay take responsibility for their own actions, and hold themselves accountable for the consequences of those actions. He has an absolute disregard for shifting blame and manipulating others to empower yourself. He strongly dejects playing office politics, and rather promotes transparency, honesty, and overall authenticity (see Section 4.2.1.7).

4.2.1.5   *Trust and respect for others*

Mr Otto considers it imperative that all his employees feel trusted and respected. He argues that people are only willing to trust and respect their leader if they themselves feel trusted and respected. He invests a great deal of time in his employees, spending the time to convey to them that he trusts, and is genuinely interested in their well-being. He believes that this is a

very strong intrinsic motivator that builds commitment and motivation, which stretches far beyond instrumental compliance.

Mutual trust needs to be diagonal through the organisation. Everyone should trust one another, from the top to bottom and vice versa.

4.2.1.6 *Maintaining credibility*

It is very important that followers perceive their leader as credible. If followers do not believe in their leader's capability to lead them in realising organisational objectives, they will become apathetic, demotivated, and less trusting of their leader, and that leader's initiatives. Mr Otto believes that a leader, who undermines their credibility, automatically undermines their trustworthiness, as well as employee commitment. According to him, employees assert that they cannot work for someone who lacks credibility.

Mr Otto emphasises that people are not ignorant, and that they quickly detect the degree of sincerity in their leaders' words and actions. Normally, if credibility is undermined, employee trust and commitment is undermined.

4.2.1.7 *Transparency and authenticity*

Leaders must incorporate transparency and authenticity into the organisation's culture, and into their everyday actions. This shows employees the desired commitment and trust.

Mr Otto believes that employees are only willing to go the extra mile for their leader, if that leader is genuinely considerate of his employees. Mr Otto is a firm believer that authenticity is important in maintaining commitment and trust, as insincerity never goes unnoticed.

4.2.1.8 *Realism and self-awareness*

It is important that leaders have realistic perceptions of their current and future situation, as well as healthy and accurate self-awareness. Good leaders need to be aware of their strengths, so that they can focus on them. However, good leaders should also be aware of their weaknesses, so that they can surround themselves with people who complement them.

4.2.1.9 *Strategic and collective insight*

Mr Otto contends that interpersonal skills and strategic skills cannot be used irrespective of one another, for making good decisions. It is a combination of the two that will yield positive decision-making.

Strategic decisions are undermined when personalised egos and a lack of patience is involved. Leaders need to be patient, humble, and willing to involve others when making strategic decisions.

4.2.1.10   Socialised power and the team approach

Organisations cannot be operated by one person. Organisational objectives can only be achieved through collective action. Leaders, as well as employees must put the the organisation's interests before their own interests of power and achievement. It is important to Mr Otto that all employees are empowered, and that empowerment does not come at the cost of others.

Employees should know that their inputs are valued and that their participation is encouraged. The strength of a team is not determined by the strengths of its individuals, but by the quality of their collective effort. The organisation can only be successful if all its members contribute and participate in a way that forms a productive synergy.

Leaders need to utilise all the resources at their disposal, and must create an atmosphere where people are encouraged to participate and give their input. In the interview, Mr Otto emphasised his approach to socialised power and an empowering culture, by quoting John Buchan: "The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there." People have a lot of potential, by nature. In most cases, potential is suppressed by external sources. Mr Otto believes it is the leader's task to elicit this potential, and optimise the output of his employees. He admits that even if he succeeds in doing this only five percent of the time, it still puts him five percent ahead of his competitors who do not achieve it.

4.2.1.11   Balancing courage and humility

It is important for a leader to be able to handle pressure, and stay true to their values and culture, during stressful or difficult times.

4.2.2   Participant 2: Danie Meintjes

Danie Meintjes (57) is the CEO of Mediclinic International - South Africa's third largest private hospital operator. He was born in Reichts (Bloemfontein), and completed his honour's degree in Industrial Psychology at the University of the Free State (Bloomsberg Businessweek, 2013). In 1985, Danie Meintjes started his career at Mediclinic International in Sandton, as a hospital manager, and in 2010 became CEO. Prior to 2010, he was the Managing Director of Mediclinic

Emirates Healthcare, in Dubai, for five years. After being promoted to the position of CEO, he went for intense leadership training at Harvard, in Cambridge, Massachusetts, USA. Mr Meintjes has commented on this training, stating (Mzolo, 2010):

> They teach a range of things – from marketing to strategy – but the quantity of what you absorb in a short space of time is incredible. It's like trying to drink from a fire hose. The advanced management program is an intensive course; it's like a mini-MBA.

The interview with Mr Meintjes was a satisfying experience. He was very friendly and welcoming. It was clear from the onset of the interview, that Mr Meintjes has a very basic approach to leadership, and does not overthink anything: "Think strategically, surround yourself with competent individuals, and communicate decisions to all those involved in order to attain participation". Mr Meintjes is clearly very humble; definitely an example of a servant leader. He is a pleasant and inspirational person, and is very willing to help those around him. His humble and warm approach to people is arguably an important source of respect and admiration, which motivates his employees to follow him. Table 4.2 summarises the themes that originated from the constructs elicited during the interview with Mr Danie Meintjes.

Table 4.2

Themes stemming from Personal Constructs: Participant 2 (Danie Meintjes)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Making informed decisions	In order to ensure credibility and quality of decisions, decisions need to be well-informed.	"The situation had a negative outcome because a decision on a complex topic was made too quickly." "All the implications of the decisions need to be communicated and talked through." "Good decisions were deeply researched and thoroughly discussed throughout the organisation, to all relevant parties."
2	Strong teams	Having a strong team of diverse and competent individuals, who work	"In this situation, there was an inter-disciplinary team." "The ineffective team had less diversity." "Teams need to have shared goals… in this situation he

		together and combine expertise to make good decisions and achieve organisational objectives.	was an entrepreneur and didn't fit in with our long-term approach to business. So we had to faze him out." "I don't like to say that I did this and that; it is the team who achieved the goal or made the decision." "Teams are very complex multi-dimensional, inter-disciplinary units."
3	Making decisions on merit	The importance of making and communicating decisions, based on merit, rather than on politics and/or emotions.	"There was more politics influencing the decisions, than the merit thereof." "Accept the decision and walk away." "Make sure you talk to the right people and find out what you need to know."
4	Inclusive approach	Taking on a participatory style, where all employees are encouraged to participate and help make decisions.	"You need this sensitisation process to get the commitment and buy-in from the employees." "You need to get employees to be part of the decision and to start believing in the decision… it is all part of participative management."
5	Communication	Communicating openly and honestly, as a means of attaining trust and commitment.	"Yes, I would definitely say that communication is important." "This is an emotional part, in which a lot of emotions and feelings play a part, and one has to sensitise everyone for the situation." "There was a lot of emotions and angles that needed to be managed at the end of the day." "It is about being totally honest with the people, and explaining everything to them that they need to know."
6	Transparency	Being totally honest and clear, as a means of attaining trust	"The changes were supported by logical explanations, and therefore the people bought into it and supported it."
7	Strategic planning	Making strategic business decisions, based on well-researched objective information.	"We did not do enough research and the thing simply did not work." "You need to know when to act, and when to get more information." "I guess it is about having a package of skills… interpersonal and technical skills."
8	Courage to take risks	Leaders are often put in difficult situations,	"Sometimes you cannot wait until all the numbers add up, by that time someone else will have taken your idea or gap

		where they need to make decisions without having all the necessary facts. In these situations, they need the courage to take calculated risks.	in the market." "You must do your homework and the necessary research, but then you must also be willing to take some risks." "Although there were various signs hindering the decision, we decided to go on our gut feeling… we then had to back our decision." "Somewhere we needed to make a decision. There was never going to be consensus." "All the observable facts indicated that there was not enough proof that the plan would work, but at some point you have to go over to action and back yourself and the decision you made."
9	Situational leadership	Acknowledging that different situations call for different leadership styles, and knowing in which situation to apply which style.	"Yes, there are risks and the sentiment is down, but let us take a chance and implement the decision." "In that case, I simply had to take authority and implement the decision." "Mostly, we try and make collective decisions which carries the support of all stakeholders."
10	Taking responsibility	Being accountable by taking responsibility for your decisions.	"It is important to be able to stick to the decisions you have made" "If a decision is made on a high level, you have no choice but to make the best of it." "Sometimes you just have to eat some humble pie."
11	Understanding your people	Knowing what is in the employees' hearts, and being aware of their wants and needs in order to motivate them.	"We know that his values were not the same as ours, and that we needed to get rid of him in the interest of the organisation." "With regards to culture, we just did not gel… he had a whole different approach." "Although you don't necessarily agree with a situation, you will have to just embrace it and make the best of it."

4.2.2.1 Making informed decisions

Mr Meintjes emphasises the importance of making well-informed decisions. He considers this from a strategic point of view, and argues that making good strategic decisions, in which all the alternatives are considered, and all the available resources are utilised, will not only make business sense, but also increase the credibility of the decision. The credibility of both the leader, and their decisions, is important. Mr Meintjes is of the opinion that people need to

understand and participate in decisions that they think will work, before they accept and become motivated toward that decision.

According to Mr Meintjes, most situations require consideration of the facts, and extraction of emotions in the decision-making process. It can be argued that Mr Meintjes's strong emphasis on factual information, as opposed to emotions, probably improves the credibility of his decisions and enhances the employees' willingness to accept those decisions.

Mr Meintjes also encourages an objective approach towards decisions that are already in place. During the interview, he noted that it is important not to be blinded by the desire for a decision to work; but rather look at the situation objectively and walk away from endeavours that are not conducive to organisational effectiveness. His emphasis on composure, and making sober and well-informed objective decisions, was very apparent in the interview. Mr Meintjes clearly possesses the abilities not to over-commit, and to maintain perspective.

4.2.2.2 Strong teams

Mr Meintjes underwrites a lot of value to having a strong and diverse team. He is a humble leader, who believes that the organisation's strength does not lie within him as the leader, but rather in the collective efforts of his team. Encouraging teamwork and ensuring that he has a diverse and interdisciplinary group by his side, is very important to Mr Meintjes. It is also arguably one of the chief contributors to his success as a business leader.

Mr Meintjes also referred to the importance of all members of the team having a shared goal and values. If there is no consensus on the direction in which the organisation or project is going, changes must be made; either the person must change, or the person must be removed from the situation or organisation. Teamwork and team cohesion are clearly two important aspects of performance for Mr Meintjes. Additionally, Mr Meintjes alluded to the complexity of his team. He noted that his strategic team is a multi-dimensional, inter-disciplinary group of people, with a vast array of technical competencies and experiences (human resources, legislative, technical, operational, and so forth). He insists that surrounding himself with the best possible resources in order to make well-informed and thought through decisions.

4.2.2.3 Making decisions on merit

Mr Meintjes noted during the interview, that politics should not influence decisions and that decisions should rather be carefully considered, well-communicated and logical, made on the merits of the possible alternatives. It is clear that maintaining composure and making sober

and objective decisions, is a success factor and aspect of leader behaviour that is important to Mr Meintjes, and arguably one of the distinguishing factors that contribute to his success as a business leader.

4.2.2.4 Inclusive approach

Mr Meintjes proposed a very inclusive approach to leadership, and acknowledged that he only has power through the support he receives from the team that surrounds him. Mr Meintjes emphasised the fact that decisions should be researched and considered thoroughly. During this process, Mr Meintjes carefully considers the inputs of his team and tries to make collective decisions where possible.

With regards to his entire workforce, Mr Meintjes noted that people will only be committed and motivated to perform if they are part of the decision, and can see how their contribution adds value. It is therefore important that employees understand the value chain of the organisation, and can see how their efforts contributing to the value chain. For this reason, he encourages participation and collective decision-making by all employees, as far as possible, as part of his inclusive approach to leadership.

Ultimately, Mr Meintjes endorses a sensitisation process when making and implementing decisions in the organisation. He noted that employees must go through a process of sensitisation for the decision, in order to reach an understanding of the situation and consequently gain commitment for the planned changes. The sensitisation process entails explaining the situation to the employees, as honestly and transparently as possible, giving them some background on the decision, and explaining the benefits and detriments of the alternative avenues. Mr Meintjes noted that it is important to include employees and make them part of the process. He acknowledged that getting them to participate and provide valuable input accomplishes the much-required commitment to the planning intervention.

4.2.2.5 Communication

Mr Meintjes holds the view that proper communication is imperative. He believes that there is a very direct correlation between the amount and quality of the communication, and the employees' buy into a decision, project or goal. During the interview, he acknowledged the complexity that various emotions and feelings add to the situation, and stated that he believes that sensitisation is a very valuable part of managing these emotions and feelings, and ultimately getting employees and other relevant stakeholders on board.

Mr Meintjes advocates for brutal honesty and objectivity. He explained that in doing so, employees do not get too emotional, and are consequently able to make decisions based on merit, rather than emotions and/or politics. He also alluded to the fact that in some cases, the leader needs to take a stance and be firm.

4.2.2.6 Transparency

Transparency latches onto communication, in that communication needs to be open and honest. Mr Meintjes emphasises the fact that one needs to be honest and transparent with one's employees in order to instil the trust that is so important in gaining employee commitment and loyalty. Mr Meintjes noted that naturally, there are various emotions present when making decisions, and that it is important that the facts are communicated clearly and factually, so that employees may understand why these decisions are being made. Transparency improves the credibility of decisions and therefore increases the employees' willingness to accept these decisions. Transparency and objectivity also decreases the emotionality of the situation, and allows all employees to make decisions based on merit.

4.2.2.7 Good strategic planning

Mr Meintjes holds a high regard for good strategic planning. He believes in having a strong inter-disciplinary and multi-dimensional group that does thorough research, to enable the board to make well-informed strategic decisions.

However, Mr Meintjes also believes that often, not all the evidence and/or facts can be presented, consequently allowing for decisions to be made on risks and gut feeling. According to him, sometimes "you just have to put your foot down". In these situations, Mr Meintjes believes that it is important to support the decisions that have already been made, and see to it that those decisions are successful.

During the interview, Mr Meintjes also emphasised the importance of making sober and objective decisions, rather than emotional or subjective ones. He mentioned the importance of knowing when to cut something that is not conducive to organisational effectiveness, rather than keeping it alive because there are issues such as pride or emotions involved.

4.2.2.8 Courage and taking risks

Mr Meintjes is of the opinion that it is important to have the courage and willingness to take risks in business. He asserted that waiting for "all the numbers to add up" is not always a valid option. According to him, waiting for 100% certainty of the outcomes of a decision,

before making it, is foolish because by that time, someone else will have ceased that gap in the market, or taken the idea. At the same time, Mr Meintjes acknowledged the importance of doing thorough research and strategic planning. It is evident that there is a fine line in determining the right time to act, and having this ability is arguably an important distinguishing factor of effective leadership.

4.2.2.9 Situational leadership

Mr Meintjes made it clear that different situations call for different leader behaviour, referencing the fact that he is usually a very inclusive and group-oriented leader. However, he admitted that in some instances, it is necessary to "put your foot down" and make important decisions, even if it means taking on a more autocratic role in that situation. But, identifying these situations is the difficult part, and leaders need to be able to understand the situations that they are in, in order to make the correct decisions for that specific situation.

Mr Meintjes alluded to the fact that in some situations, people are negative and resistant to the change that a new intervention brings, and that in such situations the leader has to take charge by implementing the desired change. Leaders should communicate their decisions, and the logic behind them, in a way that fosters trust and commitment in the employees.

4.2.2.10 Taking responsibility

Mr Meintjes noted that although he has a very strong collective approach to leadership, and believes that his strength as a leader depends on the strength of his team, he does believe that the leader needs to take responsibility for those decisions, support those decisions, and make the best of them. Mr Meintjes believes that in some cases, it is important to be as completely honest and objective as possible with the team, and then make a decision that is not open for debate. That decision should be based on the merits and objective facts at the team's disposal. He advocates a balance between collective decision-making, and taking responsibility for those decisions. He admitted that some scenarios call for him to make the decision, and others need the collective input. However, the important part is that once a decision is made, all stakeholders need to commit to that decision, without looking back and give their best to make a success thereof.

4.2.2.11 Understanding your people

Mr Meintjes indicated that being mindful of employees is a vital part of managing them. Knowing the employees and what they want and value, enables the leader to motivate them. In terms of culture, Mr Meintjes also finds it very important to ensure that every individual

on the team fits in with the organisational culture, and shares the whole team's goals and motives. In cases where there are individuals who do not fit in, it is important to either change them, or remove them from the team, as they will have a "one bad apple, spoils the whole basket" effect on the rest of your employees.

Mr Meintjes noted that it is important for a leader to know how their employees feel, as this will enables them to motivate them accordingly. Mr Meintjes admitted that he finds it easier to manage if he walks around. This approach allows him to spend time with his employees, ensuring that he knows the goings-on of the organisation, especially with regard to making changes. Mr Meintjes deems it important that employees be involved and allowed to participate in those changes, and bring to light their ideas and feelings in order to ensure that they are on board and committed to making the new endeavour successful. Mr Meintjes also noted that it is important to be flexible, as well as patient, when working with people. As part of understanding those people, the leader must be willing and able to give as much as he takes. This is an attempt to win over their trust and commitment. According to Mr Meintjes, leaders must be patient with their employees, and be willing to make compromises.

4.2.3   Participant 3: Bernard Fick

Mr Bernard Fick has served as the CEO of Prudential Portfolio Managers SA, since January 2010. He joined Prudential in February 2008 as the Head of Institutional Business.

The interview with Mr Bernard Fick was a pleasing experience. The interview was conducted in the comfort of his home. The room was quiet and devoid of any noise or distraction. Mr Fick is clearly a very intellectual man with a very composed demeanour. It is clear that he has a strong moral compass and respects his fellow man.

He was very friendly and keen to help with the interview. It is clear that he cares for his people. Mr Fick highly regards composure, objectivity, ethics and fairness, stating that these attributes ensure sustainable growth. He is also very serious about the brand and image of the company, and stresses that it is important not do anything that can hamper its reputation, or lead to "moral slippage", as he calls it. Table 4.3 encapsulate the themes that emanated from the constructs elicited during the interview with Mr Bernard Fick.

Table 4.3

Themes stemming from Personal Constructs: Participant 3 (Bernard Fick)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Strong teams	Ensuring that you have a strong group of people, who work together to achieve organisational objectives.	"If there is a bad apple in the team it becomes like a cancer that you have to cut out in order to save the team." "If you make a break, make sure it is a clean break."
2	Making sustainable decisions	Making decisions that are in the best interest of the long-term prosperity of the organisation.	"We had to make a very difficult short-term decision, that cost us a lot of money, but in the long-term it definitely had a beneficial outcome." "Short term pain for long term gain."
3	Promoting strong moral values	Communicating and enforcing strong moral values through communication and role modelling.	"It was an interesting leadership case, where you had to make a difficult decision in the best interests of the organisation's long-term prosperity." "We corrected a mistake we [had] made, although it wasn't necessary, but it was about acting with integrity." "I have a lot of patience if you lose my money, but I have no patience if you lose my brand image."
4	Courage to take risks	The willingness to take informed risks when making difficult decisions.	"At some point, you have to step up to the plate and make difficult decisions."
5	Understanding your employees	Fostering good relationships with your employees by knowing what is in their hearts.	"Fire quickly, hire slowly – make sure you have the right people in your organisation." "You need to have appreciation for, and understanding of all your people."
6	Strategic decision-making	Making pro-active, strategic business decisions based on well-researched objective information.	"There was a lot of emotions involved, but we needed to make a strategic decision." "Sometimes you need to take a step back from the situation and make an objective decision."
7	Know your organisation	The ability to sum up situations and people, based on your knowledge and experience of the organisation.	"We have a very open culture, where people have the opportunity to participate and be part of the decision-making process."
8	Communication	Communicating openly and honestly as a means of gaining employee trust and	"We have a very open company with regard to the flow of information – the flow of information in our company is critical."

			commitment.	"You want to give everybody the chance to say their say, so that they can never complain behind management's back." "It is important to be pro-active and allow free flow of information when you are communicating…" "Communicate the mistakes, you never learn as much as you do from mistakes."
9	Creating a growth-oriented learning culture	Cultivating a culture that incentivises healthy growth and uses mistakes as learning opportunities.		"You have to explicitly focus on growth." "You need to incentivise the behaviour that you want to elicit."

4.2.3.1   Strong teams

Mr Fick highly values the quality of his employees. He believes it is important to surround himself with a diverse group of competent people, through whom he can achieve the organisation's objectives. In the interview, he explained that there are sometimes situations where people are not a good fit in the organisation, or their goals are not aligned with the organisation's goals. He elucidated that removing those people from the organisation, as quickly and cleanly as possible, is important as they can have a detrimental effect on the organisation, as well as other employees. He used two analogies to demonstrate his point. The first is of a single bad apple that spoils the whole basket. He explained that if there is one person who does not fit in with the organisation's objectives and values, that person needs to be removed before they negatively influence other employees. The second analogy is of a cancer that must be cut from the body before it infects other parts of the body. Subsequently, he insists on removing anyone who is not aligned with the organisation's values and objectives, as soon and as effectively as possible.

Mr Fick highly regards cohesion and solidarity in his teams, and as a result, he requires that all members share in the same values and goals. It is evident that this is a very natural way of cultivating motivation, which is conducive to behaviour that is aimed at achieving organisational (thus shared) objectives.

4.2.3.2   Making sustainable decisions

It became evident throughout the interview that Mr Fick values sustainable decision-making. He alluded to a few situations where the company had to forfeit substantial short-term gains,

in order to ensure long-term prosperity. He noted that in retrospect, all these cases proved to have favourable long-term outcomes for the company.

It is important to Mr Fick that all decisions contribute to the sustainability of the organisation. He alluded to the fact that sustainable decisions are normally ethical, holistic and long-term oriented, which acknowledge the desires and needs of all stakeholders, as opposed to profit-driven decisions that are only concerned with the short-term satisfaction of shareholders. He referred to the slogan of "short-term pain for long-term gain" a few times throughout the interview.

4.2.3.3   *Promoting strong moral values*

It was blatantly clear that Mr Fick is aware of the moral implications of his, and the organisation's actions. He clearly believes that moral decisions are valuable. He continuously referred to the dangers of "moral slippage" and made it clear that making decisions based on good moral principles is a non-negotiable part of his leadership approach. He advocates for good moral decisions, insisting that they always have a beneficial impact on the organisation, and that the loss of credibility and reputation, which stem from unethical/immoral behaviour is never worth the long-term damage that the unethical decision might cause.

Mr Fick emphasised that he always acts with integrity, not only toward clients and shareholders, but everyone with whom he and his team have contact. He provided an example: the team decided to pay money into certain clients' accounts (reimburse them for money that they were entitled to) because it was the right thing to do, although they knew there was no way in which the clients, or anyone, could have found out if they did not pay the money. He noted that acts of integrity like this, benefits the organisation's culture and reputation in ways that have immeasurable value. It is important to Mr Fick to always keep promises, and treat all your stakeholders with integrity, and in doing so, teach employees to do the same.

He also made it clear that protecting the reputation of his organisation's brand is very important, and that it is something that is very directly linked to the integrity and moral values of the organisation. Mr Fick alluded to the fact that he has a lot of patience for people who make mistakes that cost the organisation money, but that he does not allow any leeway with regards to his brand image. He is very serious about always conducting oneself with integrity, and in such a way that protects and improves the brand image. It is clear that Mr Fick highly values the organisation's brand, and the loyalty, respect and credibility that

results from that brand. He is not willing to compromise on anything that could harm that brand image. Consequently, he aspires always to behave with integrity and high moral values – and in the process encourage his employees to do the same. Mr Fick argues that being a good leader is about more than just being ethical, he believes in avoiding any situation that might allow for "moral slippage" (a situation in which one small moral mistake shifts the moral compass, consequently leading to further moral mistakes).

4.2.3.4   Courage to take risks

In addition to the courage needed to take risks, it is also important to have the courage to make and implement difficult and sometimes unpleasant decisions for the sake of organisational prosperity.

4.2.3.5   Understanding your people

Mr Fick alluded to the fact that it is important to be mindful of the employees in the organisation, and the effect that they have on the organisation. If an individual employee has a negative effect on the organisation or the people in the organisation, that individual must either be changed, or removed as quickly as possible. Mr Fick is very much aware of the negative effect that one person, who is not aligned with the shared goals and values of the organisation, can have on other employees in the organisation. He therefore advocates due urgency and intensity in such cases, not only fix the situation, but also to convey a message to that individual, and the other employees.

The lesson he offers here is "fire quickly, hire slowly".

Mr Fick was adamant that leaders should appreciate and understand all employees, and accept that there are a lot of different people, with different needs and personalities, and that although all people need to be treated with equal respect and enjoy equal treatment, individuals must be treated with individual consideration. Mr Fick indicated that the ability to understand people is something inherent in a good leader, which comes both naturally and with years of experience of working with people.

Mr Fick indicated that, when dealing with personnel issues, he finds it beneficial not to become too emotionally attached. He finds it useful to take a step back from the situation, and consider it as objectively as possible, not letting emotions and/or politics influence his judgement.

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He also mentioned that it is important to have respect for all people, and ensure the dignity of all people. He is adamant that everyone within the organisation should be treated with respect; from the floor cleaners to the executives. This ensures that everyone is treated fairly.

4.2.3.6   *Strategic decision-making*

Mr Fick proposes a very objective and composed approach to strategic decision-making. He believes that although there certainly is room for emotions within organisations, approaching strategic decisions should be done as unemotionally and objectively as possible. Subsequently, he believes in making objective decisions that are not contaminated by politics or emotions. Mr Fick noted that it useful to take a step back from the operational and emotional side of the business, and make decisions based on the objective facts.

4.2.3.7   *Know your organisation*

Mr Fick employs a very open culture, where employees are encouraged to participate in planning and decision-making. He argues that this way, each employee has had a chance to give their input, and that once decisions are implemented, everyone can commit fully to making it a success because they were part of the decision-making process.

However, he acknowledged that it is very seldom that everyone supports the decision from the onset of the process. He proposes open and honest communication, and obtaining as much support as possible. He also suggests being patient with those who have reservations.

Mr Fick recommended that leaders be informed about the details of operations, as well as having a good strategic grasp on the direction of the organisation. He noted that the important part is, knowing how the company works, as in some cases leaders are required to get involved in the detail and solve specific problems, while allowing those responsible for the detailed operational work, to do their jobs without interference. Leaders must always keep focus on the more strategic and holistic aspects of the business.

He noted that this insight, on to how to balance the detail and the strategic aspects, is something that can only be acquired with years of experience and trusting that gut feeling. Mr Fick noted that by knowing the people, and having a strong team that can be trusted, leaders can quickly discern where help is necessary, as well as when to step back and take on a more holistic and strategic role. Again, the theme of having the courage to trust a gut feeling comes to the fore.

4.2.3.8 Communication

Mr Fick alluded to the fact that in some cases he leads the communication process with employees, as a means of leading by example and being an active role model. It is natural to believe that the ideas he proposed have a lot of credibility, as they emanate directly from the CEO of a company. He recommended the open flow of communication within an organisation. This allows for open and honest communication of ideas and intended changes, with employees. Mr Fick argues that in this way, employees are given the opportunity to speak their minds, and can consequently not complain about implemented plans and interventions.

He also insists that communication must be a very open and pro-active process. Leaders must focus on being very open with employees and pro-actively solving small issues before they become big issues. Leaders must be pro-active in their relationship with all stakeholders, because although it is management's responsibility to manage the organisation and make important decisions, the stakeholders have an interest in the organisation that ought to be respected. It is imperative to ensure good communication channels throughout the organisation, which allows for information to flow freely through the whole organisation.

Good communication not only puts employees at ease, it also allows them to understand decisions, which will foster the commitment required to make a success of changes or interventions.

Mr Fick noted the importance of also discussing difficult issues and problems with employees. He mentioned that people learn a lot from past mistakes, and that learning from these mistakes should be a means of cultivating desired behaviour. Subsequently, past losses need to be discussed and learnt from, and past successes need to be celebrated and built on.

4.2.3.9   Creating a growth oriented-learning culture

A very admirable aspect of Mr Fick's leadership approach is his emphasis on creating a growth-oriented learning environment. He actively endorses a culture in which employees are encouraged to develop and grow, in a way that not only empowers the employees, but also the organisation. Mr Fick gives his employees the freedom and resources to learn and grow. He visibly promotes learning and growth through his interaction with employees.

Mr Fick believes it is important to actively focus on growth. He acknowledges that the world and its people are driven by incentives, and that leaders should therefore ensure that

employees are incentivised according to the desired behaviour. Employees are only going to behave as they are incentivised to behave. So, growth schemes must be incentivised. During the interview, Mr Fick illustrated that it is worth paying out incentives in the long term, if it means the growth approach and subsequently the behaviour of employees, will improve. He did however acknowledge that employees who make honest mistakes should not be punished, but rather encouraged to try harder, in an attempt to cultivate the growth approach.

4.2.4   Participant 4: Schalk van der Merwe

Mr Schalk van der Merwe has served as Chief Executive Officer at RCS Group, since January 2009. RCS is considered as one of the leading retail finance retail outlets in Southern Africa, belonging to the Foschini retail group and Standard Bank and supplying retail credit to consumers through more than seven companies in South Africa.

The interview with Mr van der Merwe was enjoyable. We met in the boardroom at the RCS head office. The room is comfortable, and was devoid of any noise or distraction. Mr van der Merwe was very friendly and keen to help. From the onset of the interview, it was evident that Mr Van der Merwe highly regards integrity, and is a man with strong moral fibre. He feels very passionate about being authentic and humble as a leader, which affords him credibility required to secure commitment and motivation from his employees. One of the main themes elicited from the interview, was that he aims to align all aspects of his organisation, creating an aligned unit with a set of shared organisational goals and objectives. It is clear that he is technically brilliant, and knows exactly how the detail operations in his organisation work. But, he prides himself in letting his employees take control of the operational business, allowing him to take on a more strategic role. Table 4.4 tabulates the themes that emanated from the constructs elicited during the interview with Mr Schalk van der Merwe.

Table 4.4

Themes stemming from Personal Constructs: Participant 4 (Schalk van der Merwe)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Socialised	Working together in the	"It was more centred on my impact than on the

	power orientation and collective effort	best interests of the organisation, rather than for personal gain.	organisational impact."
2	Open Communication	Communicating openly and honestly as a means of gaining employee trust and commitment.	"We communicated with a lot of integrity. You put a lot of your personal reputation at stake." "The goal is two-way communication. You should really listen to the concerns." "People know they can always come and talk to me."
3	Courage to take risks	Having the courage and confidence to implement difficult decisions, and take calculated risks.	"If you don't have confidence in your decisions, you won't make decisions very easily." "It is part of your job as a leader to deal with great uncertainties." "You need to be able to handle the heat, and believe me it does get heated." "It is not always smooth sailing."
4	Making sound strategic decisions	Making pro-active, strategic business decisions based on well-researched objective information.	"I needed to step back and let them manage their own work." "I'm in tune with what is going on."
5	Maintaining a long-term approach	Making decisions on an holistic and growth-oriented long-term basis.	" I spend a lot of time thinking strategically about the environment and the future."
6	Integrity and credibility	Gaining credibility through sound moral behaviour.	"You always have to stick to your principles, even if it initially costs a price." "We have a high standard of integrity, ensuring that what we say and what we do, are the same thing." "You must eat your humble pie."
7	Taking a positive approach	Always seeing the opportunities in situations, and learning from past losses.	"I don't like to look at things from a negative perspective. Things happen and you have to make the best of it." "You must hold the uncertainty lightly." "You have to be able to handle the adversity, but also help lead your followers through the adversity." "Nothing makes you learn as well as a test (challenge)."
8	Taking personal accountability	Being accountable for your actions and leading from the front.	
9	Creating and	Aligning all employees with	"Getting an idea that everyone supports."

	maintaining a shared vision	the shared vision and objectives of the organisation.	"Telling a plausible and credible story and involving the employees in the process."

4.2.4.1   Socialised power orientation and collective effort

During the interview, Mr van der Merwe noted that leaders should be more cantered on the organisational impact, than on their personal impact. He believes it is important to have a socialised-power approach, as opposed to a personalised-power approach. According to him, leaders should always be more concerned with the impact on the organisation as a whole, than on any other unit or body.

4.2.4.2   Open Communication

Mr van der Merwe emphasised that communication must be open and honest. He believes that words need credibility for communication to be effective. According to him, this credibility results from always acting and communicating with integrity, placing one's personal reputation on the line, and selling a good story to the people. He believes in communicating a story that is plausible and credible. He affirmed beating around the bush or promising things that cannot be delivered, is always damaging. He is adamant on telling a good story, and then delivering that story.

Mr van der Merwe also argues the importance of two-way communication. He notes that it is easy to allow employees to give their inputs, but acknowledges that communication will only be effective if the leaders respond to that communication and show a genuine concern and interests in employees' contributions. This corroborates his stance on credibility of communication, and the important role that honesty and integrity plays in communication.

4.2.4.3 Courage to take risks

Mr van der Merwe mentioned that it is very important for a leader to believe in themselves, and their ability to make decisions. According to him, someone who does not have confidence in their decisions will not make decisions very easily. He also noted that it is important to believe in a decision once it has been made, and give your best efforts to try and make that decision work. He also emphasised the importance of leaders believing in themselves to the extent that they are willing to make difficult decisions. Furthermore, he mentioned that leaders are often faced with tough situations, and need to make decisions that affect many people's lives and money. He went on to argue that good leaders must be able to

handle the intense pressures associated with leading a big organisation. To him, courage and composure are very important in this regard.

Mr van der Merwe also alluded to the fact that leaders should hold uncertainty lightly, and acknowledge that having uncertainty is a natural part of leadership. According to him, it is natural not to have all the facts, and that leaders should deal with uncertainty and the facts that they do have, in the best way possible. He noted that in cases of uncertainty, a leader should keep composure and keep all the people around him calm. He exclaimed that although times might be tough, it is important to act with confidence and courage in order to keep others motivated and positive.

4.2.4.4 Making sound strategic decisions

Mr van der Merwe mentioned the importance of allowing employees the freedom to do their jobs. He referred to an example where, in a time of crisis, he wanted to step in and help fix things on an operational level. However, he found that it was better to trust his employees, allow them to fix the problems, and to keep his focus on the more strategic aspects of the business. It seems that in this particular situation, trusting his team was very important.

However, he did note that in a time of crisis, it is sometimes necessary to step in and solve problems as time constraints do not always allow for people learn from their mistakes. This decision, however, requires years of experience within the organisation, as well as in-depth technical and operational knowledge of the organisation and the environment in which it operates.

To him, it is a matter of balance. He stressed the need to know and understand the organisation and its value chain, in order to make informed decisions. But, he also admitted that the leader should also be able to take a step back and not get too involved in the operational detail, making more objective observations and sound strategic decisions, as is required from the leader.

Mr van der Merwe also pointed out the importance of good preparation for effective leadership. He deems it vital that leaders always be prepared and ready for meetings, and always know what is going on in the organisation, enabling them to make a valuable contributions. He believes that it is important for a leader to set an example, to be knowledgeable and informed in the job and your industry, and be able to comprehend a certain level of detail. He believes that through his own behaviour and positive example, he

can set a standard, and subsequently motivate others to also always be knowledgeable and informed in their jobs.

4.2.4.5 Maintaining a long-term approach

During the interview, Mr van der Merwe maintained that he does not consult a specific framework when doing strategic planning, and that he has an overall long-term growth approach to his strategic thinking and planning. This inherently makes him consider things differently, and from a more long-term growth-oriented perspective. Consequently, he continuously scans his environment for cues and indicators of opportunities and threats that he can use to improve the organisation in the long run, and ensure that the business is always growing and securing a competitive advantage. To him, it is an attitude towards business rather than a specific strategy. However, he did note that they do have a formal process, where they consider three-year plans and plan pro-actively for change and innovation, but that most of his strategic planning stems from being very aware of what is going on around him, and knowing how to "connect the dots". He acknowledged that understanding the environment to such an extent that its complexity can be comprehended to plan pro-actively, is a rare skill that stems from experience and expertise in the environment.

4.2.4.6 Integrity and credibility

Mr van der Merwe places a lot of emphasis on leading with integrity, and making sure that the leader is credible. He explained that it is very important for both the leader and their plan to be credible. He insists that credibility allows people to follow and commit to the leader and their ideas. He noted that credibility stems from trust, and that trust stems from integrity – especially the way in which the leader communicates with their employees.

Mr van der Merwe articulated that it is very important to always have respect for the dignity of others, regardless of where they fit into the organisation. He emphasised that all people should be respected and allowed to feel valued in the organisation. Furthermore, he acknowledged that it is important to be humble as a leader. He believes that people must be able to identify with their leader and feel that they are treated fairly. So, Mr van der Merwe encourages a culture in which equality, fairness and mutual respect is enthused. He also emphasised the importance of credibility, and whether subordinates and colleagues perceive the leader as authentic. He argued that authenticity is both the source of trust and basis of any good relationship. He values the trust and respect of his followers very highly, and endeavours to gain and maintain that trust and respect as far as possible.

In addition, Mr van der Merwe emphasised the importance of a leader's self-knowledge. He insists that it is very important that leaders know what they can and cannot handle, what their strengths and weaknesses are, and that they act accordingly. He says that the high-pressure situations, in which top leaders are expected to operate, require that they know exactly what they can and cannot cope with, as they cannot afford to make mistakes. He advises that leaders focus on their strengths and let other competent people help them with their weaknesses – the secret however, is knowing what those strengths and weaknesses are and how to manage them.

4.2.4.7 Taking a positive approach

It became evident in the interview, that Mr van der Merwe has a very positive approach to leadership. He mentioned that even when times are tough, it is important to focus on the strengths and keep the team calm and positive. He argues that it is not only important for the leader to stay positive, but also for the leader to ensure that their team stay positive. He proposes always looking at the positive aspects and opportunities in a situation, rather than the negative aspects. He also alluded to the fact that he does not like to look at things from a negative perspective, and prefers to focus on the opportunities. He noted that good and bad things are bound to happen, and that making the best of each situation is a perfectly respectable reaction.

4.2.4.8 Taking personal accountability

Mr van der Merwe feels strongly about taking personal accountability for ones actions. He aspires to be a good role model, and actively lead by example. However, he also deems it important that everyone in the business take accountability for their own actions. He emphasises the importance of each employee knowing their place and purpose in the organisation, as well as how they contribute to the value chain. This complements his collaborative approach, which advocates for the whole organisation to support a shared vision and common goal. Subsequently, he advocates for united effort, as opposed to individual effort.

Mr van der Merwe believes that it is important to empower people, so that they may make useful contributions. He believes that including employees in important decisions, and having a culture where everyone is encouraged to participate, constructively builds stronger units that work collaboratively to achieve shared organisational goals. Employees need the freedom, and responsibility to make decisions in order for them to develop and become better

employees, who add value to the organisation. He cultivates this empowering culture by actively and continuously engaging with employees, and allowing them to participate and grow in the organisation.

As a final thought on responsibility, Mr van der Merwe added that he believes that the willingness and ability to be responsible and take personal accountability for one's actions, is an inherent requirement for leaders of large organisations. He insisted that leaders possess an inherent personal drive to take responsibility and "make things happen". He believes that leaders must be able to handle the pressures and the consequences of their decisions.

4.2.4.9 Creating and maintaining a shared vision

Mr van der Merwe emphasised that it is important for all employees to have a shared vision, and that they are aligned to achieve that vision. He believes that the extent to which they believe in the vision depends on the quality and quantity of communication regarding that vision. He explained that getting employees to buy into the story, the leader must tell the story really well. He continued, explaining that stories that sell well are stories that are honest, plausible and credible. It is important that employees trust both the plan, as well as the people in charge of the plan. This trust stems from clear communication of the reasons for, and benefits of the plan, and showing that it is both plausible and credible. Employees' trust in their leader stems from open and honest communication, integrity, and active involvement in the process. It is important for employees to understand the plan and be involved in the plan, in order for them to trust and commit to the plan.

4.2.5   Participant 5: Miguel Ferreira

Mr Miguel Ferreira serves as the managing director and CEO of Fercon Foods. The interview with Mr Ferreira was conducted in the comfort of his office at the Fercon Foods main building, in Cape Town. The interview was pleasant, and the office was devoid of noise and distraction. Mr Ferreira was friendly and helpful. The interview elucidated that Mr Ferreira has a very simple, yet effective approach to leadership, with a combined emphasis on performance, sustainability and respect for his fellow man. He makes decisions as objectively and unemotionally as possible, and bases them on the facts available to him at the time. He then fully commits to making that decision a success. Table 4.5 tabulates the themes that originated from the constructs that were elicited during the interview with Mr Miguel Ferreira.

Table 4.5

Themes stemming from Personal Constructs: Participant 5 (Miguel Ferreira)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Socialised power and collective effort	Working together in the best interests of the organisation, rather than for personal gain.	"You have to get rid of the bad apples… they are focused on their own individual goals."
2	Open communication	Communicating openly and honestly, in order to gain employee trust and commitment.	"Listen and don't be big-headed."
3	Courage to take risks	Having the courage and confidence to implement difficult decisions and take calculated risks.	
4	Making sound strategic decisions	Making pro-active, strategic business decisions based on well-researched and objective information.	"I like to see business as gardening; sometimes you have to trim and cut some of the branches in order to help the tree grow."
5	Maintaining a long-term approach	Making decisions on an holistic and growth-oriented and sustainable long-term basis.	"Sometimes you take short-term hits for the sake of ensuring long-term success."
6	Integrity and credibility	Gaining credibility through sound moral behaviour.	"Treat others like you would like to be treated." "You need to communicate that the decision is feasible, and it has to be attractive, otherwise people will not buy in."
7	Knowing your organisation	Being able to summarise situations and people, based on knowledge and experience of the organisation.	"You need good person-job fit." "You need to make a lot of decisions based on your gut feel, which comes from experience and intuition."
8	Ensuring a strong team	Having a strong team of diverse and competent individuals, who work together and combine	"We ended up with a far more productive new team of staff." "It is about alignment of vision." "Finding the balance between experience and young

		expertise, in order to make good decisions and achieve organisational objectives.	blood."
9	Cultivating a culture of autonomy and empowerment	Allowing employees the freedom and autonomy to take risks and make important decisions, as a means of empowering them.	"Just do what you think is right." "It is always about surrounding yourself with strong people." "People love responsibility."

4.2.5.1 Socialised power and collective effort

Mr Ferreira made it clear during the interview that he feels very strongly about socialised power and collective effort. As a leader, he believes that it is very important that all employees, especially top management, have a collective vision and goal, as opposed to a personal one. It is very important to Mr Ferreira that all employees always act in the best interest of the organisation, rather than in their personal best interest. He noted that it is important that all employees and managers understand that the organisation's success is dependent on a collective effort, and not on a few egos. Success depends on valued input from each individual in the organisation. He also mentioned that all employees should understand and appreciate that everyone works hard. He insisted that it is not just top management that works hard. He feels that everyone works hard to achieve organisational goals, and that they need to be valued and respected for their respective contributions, whatever they may be.

4.2.5.2 Communication

When it comes to communication, Mr Ferreira believes that it is important for a leader to listen, and to know what is in the hearts of your employees. He insists that it is important to stay humble and not get big–headed, subsequently giving employees the respect and dignity they deserve.

4.2.5.3 Courage to take risks

During the interview, Mr Ferreira noted that leaders are often faced with difficult decisions, and problems to which they do not know the answer. He stated that in such situations, it is important for leaders to convince themselves of the correct course of action, and once that has been established, convince their employees of that course of action. He insists that it is very

important to ensure the credibility and attractiveness of the solution, in order for employees to accept it.

He also made notice of the importance of trusting one's gut feeling. He said that in many situations, the leader must trust their own experience and gut feeling, and follow that decision. He continued, stating that the important part of the process includes committing to the decision once it has been made.

4.2.5.4   *Making sound strategic decisions*

Mr Ferreira advocates the importance of making objective decisions, uninfluenced by emotions. He also advises that leaders try to perceive a situation from the perspective of the person who will be influenced by the decision. He explained that this could aid the leader in making fair and informed decisions, as they would better understand the situation.

Mr Ferreira went on to encourage doing a cost and viability analysis of each decision, and communicating the decision in such a way that it serves as an example to other employees, consequently becoming a method of decision-making for the whole organisation.

4.2.5.5   *Maintaining a long-term approach*

Mr Ferreira alluded to a few examples where he has had to make difficult short-term decisions for the sake of good long-term outcomes. He made reference to situations in which the short-term the decision had cost the company a lot of money, but the long-term benefit outweighed the cost. He emphasised the importance of considering the impact of decisions on the sustainability and long-term prosperity of the organisation.

4.2.5.6   *Integrity and credibility*

Mr Ferreira heartens strong moral behaviour, as a source of credibility. He endeavours to set a good example by portraying the behaviour he expects from his followers. Mr Ferreira sets an example for his employees by always being informed and able to make good tactical decisions.

Mr Ferreira also made reference to the importance of mutual respect and argued that the leader should always treat people like they would like to be treated. He asserted that people will only work hard if they feel respected and valued.

4.2.5.7   Knowing your organisation

Mr Ferreira deems it important to know the organisation very well, knowing exactly where value is added, and how. For this reason he considers choosing the right people, at the right time, for the right job, fundamental to organisational effectiveness. He believes that having a diverse team of competent individuals, who complement each other's strengths and eliminate each other's weaknesses, is a core aspect of organisational effectiveness. However, choosing the right team is only possible if the leader knows exactly what skills and competencies are required. This is only possible if that leader knows their organisation really well.

4.2.5.8   Ensuring a strong team

Mr Ferreira noted that it is very important to have a strong and motivated team. He alluded to a situation where the organisation changed its structure and strategy, and consequently also its staff, in order to align them with the new organisational goals and objectives. He deems it very important that all employees have shared values and are aligned with, and committed to the organisational vision. In this regard, he also noted that the people in a specific situation should also adapt when a situation changes. If employees cannot adapt to the changes, and are subsequently not committed to making the changes a success, those employees must be replaced by new employees, who are motivated and willing to make the new endeavour a success.

Mr Ferreira also alluded to the popular analogy of "one bad apple can spoil the whole basket", in order to explain that it is best to replace an employee (or a few employees), who are not aligned with the organisational vision and do not share the same values as the organisational culture, as soon as possible as they can negatively affect the other employees, "spoiling" them.

He also believes that it is very important for leaders to surround themselves with people who have strengths in areas that the leaders have weaknesses in. He explained that placing employees in positions that harness their strengths, allows them to perform at their full potential.

4.2.5.9   Cultivating a culture of autonomy and empowerment

Mr Ferreira has a very participative approach to leadership, and prefers collective decision-making. He promotes giving a lot of freedom and autonomy to his senior employees, as a means of empowering and motivating them to do their jobs as effectively as possible.

Mr Ferreira allows his employees the freedom to risk, as he believes it is the most motivating and cost-effective way of decision-making. To him, it is a matter of employing the right people and trusting that they will make more right decisions than wrong decisions. He empowers his employees to make good decisions by providing a lot of support through continuous communication, as well as resources such as more people, more assets, or more training.

Mr Ferreira noted that one of his core motivational strategies, particularly for senior-level employees, is giving employees responsibility and authority. He stated that "people love responsibility", and by giving them responsibility and freedom to make decisions, they become more motivated and committed to doing good work and achieving success for the organisation.

4.2.6 Participant 6: Simon Susman

Simon Susman is a Deputy Chairperson of Woolworths Holdings. He joined Woolworths in 1982 after working at clothing and food retailer Marks and Spencer in London. He was appointed to the board in 1995 and is a Former Chief Executive Officer for Woolworths Holdings Limited, a Former Director of the Consumer Goods Council of South Africa and of Woolworths Financial Services, Woolworths Developments and Woolworths International SA Limited.

The interview with Simon was both enjoyable and inspirational. We met in his office at Woolworths' head office. The room was quiet and devoid of distraction. The interview brought to light that Mr Susman is a very intelligent man, who understands his organisation and the environment in which it operates extremely well. Mr Susman is a very creative person, who prefers an holistic perspective, as opposed to a detailed perspective. From the onset of the interview, it was clear that Mr Susman is a very charismatic and inspirational figure who inspires employees to follow him by promoting an exciting and appealing vision of his plans and dreams. He has great admiration for leaders' willingness to accept fear and uncertainty. He also believes that it is important for good leaders to surround themselves with a team that comes together and has a shared vision, and is willing to take risks and follow through relentlessly once a decision has been made. He can certainly be regarded as a visionary leader.

He is a humble leader, who leads with strong moral values and a strong sense of sustainability and social responsibility. He relies heavily on his own intuition when making

decisions, and says that his combination of instinct and years of experience enables him to make successful decisions. Table 4.6 illustrates the themes that emanated from the constructs elicited during the interview with Mr Simon Susman.

Table 4.6

Themes stemming from Personal Constructs: Participant 6 (Simon Susman)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Dealing with resistance and living with fear	Being able to handle the intense pressures and fear that comes with leading a large organisation.	"The triumph of hope over experience." "Emotions are everywhere, and you need to deal with the fear in order to be able to see the future." "Fear is a big issue."
2	Selling a good story	Convincing employees to buy into your ideas by appealing to both logic and emotion.	"You need the sausage and the sizzle."
3	Know your organisation	Acknowledging the complexity of the situations you are faced with, and understanding them well enough to make a good decision.	"You need to have the helicopter and the deep dive." "You need that deep, deep experience." "You need to find simplicity on the other side of complexity."
4	Having a strong, diverse team	Having a strong team of diverse and competent individuals, who work together and combine expertise in order to make good decisions, and achieve organisational objectives.	"People do not have to be the same, but they do need to be compatible." "You definitely need a very diverse group." "It does not matter whether they are good people, they need to be good people for you."
5	Trusting yourself	Trusting your abilities and your instinct to make important decisions, and standing by those decisions.	"You should follow your instinct above others' logic." "Good instinct is an absolute balance between skill and experience." "I think a lot of great leadership behaviour is like that; a guy sees the future without knowing how he got it." "Sometimes you just need to be alone in your

			decision." "If there is a knot in your stomach, you must listen to it."
6	Socialised power	Working together in the best interests of the organisation, rather than for personal gain.	"People who are too egoistic very seldom succeed."
7	Sustainability	Always considering the long-term effects of decisions and ensuring that decisions are to the benefit of sustainable development, of the organisation.	"I think a big part of visionary leadership is about finding the future." "It is a mixture of what our customers expect us to do, and what we believe is morally the right thing to do."
8	Living the organisational values	Being a role model and a champion of the values desired of employees.	"You must live the values, then you must talk and talk and talk and test and score and measure the values."

4.2.6.1 Dealing with resistance and living with fear

Mr Susman noted that a useful way of dealing with resistance, as a leader, is to push through with your ideas and stand your ground. He argued that it is important for leaders to believe in themselves, and defend themselves when the important decisions need to be made. He explained that others will see the merit and logic in the leader's train of thought if they stand their ground and follow their plan.

Mr Susman also alluded to the fact that good leaders must be able to deal with great amounts of uncertainty and fear. He believes that it is not only the ability to handle fear, but also the willingness to face the fear, that makes great leaders.

4.2.6.2 Selling a good story

When probed on how he gets employees to accept his ideas when he had made them on his own, he explained that when convincing people of an idea requires "a sausage and the sizzle". He used this analogy of the sausage to explain that people are more easily convinced when presented with both logic and emotion. According to Mr Susman, the idea must be feasible, logical and credible (sausage), but also attractive, emotive and exciting (sizzle). Mr Susman explained that different people are stimulated by different things. Therefore, he is adamant that success is almost definite when appealing to the logical people by giving them

the objective facts, and appealing to the creative people by giving the inspiration, hope and passion of the idea.

4.2.6.3   *Know your organisation*

Mr Susman stated that it is important for a leader to know his organisation and the milieu in which it operates, very well. He maintained that it is important to balance detail and the bigger picture, and try to grasp both as far as possible. He continued to explain that it is impossible for him, as the CEO, to go to every store and check that everything is going right. But, he can go to one store and scrutinise everything in the finest detail, and then use that store as a detailed example of what is acceptable and good practise, for all the other stores. This ensures that he has enough time to spend on the macro and directional strategic aspects of the business.

Mr Susman stated that leaders must understand the full complexity of their situations, in order to make good decisions. He went on to say that they should be able to read all the relevant data and distil it into a manageable amount of information, then use their knowledge and experience to make the best possible decision. He referred to a quote in order to explain his beliefs: "find the simplicity on the other side of complexity."

4.2.6.4   *Having a strong, diverse team*

Mr Susman noted that to him, it is very important that all his senior colleagues amalgamate with the organisation and its goals, but more importantly, with him as the leader. He acknowledged that although his approach might seem dictatorial, it is clear to him that he cannot manage and lead his team if there are people who are not compatible with him. He made it clear that he does not mean that everyone must be the same as him, as he believes diversity within a team is extremely important. He explained that he does however feel that it would be impossible to work with a manager who is incompatible with their leader, regardless of how brilliant that manager might be. He suggested that in such cases, the "misfit" must be replaced as quickly as possible, as they could arguably bring him, the leader, as well as the company, down. With regard to diversity, Mr Susman advocates for diversity. He rationalised by maintaining that each leader should surround themselves with a diverse group of individuals, with various skills and perspectives, in order to eliminate all the weaknesses, and complement the strengths in the team. However, the team ultimately needs to be compatible, and have a shared vision; if that cannot be realised, the individual who does not fit needs to be replaced.

He added to this argument that it is extremely important that all employees be well-matched with the organisation's vision and mission, and should share in the organisation's values, in order for them to work together as a team.

4.2.6.5   *Trusting yourself*

Mr Susman made several references to the importance of leaders trusting themselves. He contended that it is important for leaders to follow their gut, and make decisions that they are comfortable with, regardless of what others think or say. He stated that the ability to make good decisions based on a gut feeling requires an absolute balance between skill and experience. He also added that in order to be able to make good decisions based on their gut feelings, leaders need to have "learned and learned and learned and failed and failed and failed". Furthermore, he noted that often great leaders get ideas without initially knowing what the determinants were that triggered that idea. It is only afterwards, or after having been probed, that they connect the dots as to what formed the idea. Mr Susman noted that the key is trusting oneself enough to follow-through with ideas based on gut feeling. Mr Susman did however warn that one should be excruciatingly conscious of one's flaws and strengths, in order to ensure that no naïve or inexperienced mistakes are made.

Mr Susman explained that leaders often need to be alone in their decisions, explaining that they should trust themselves so completely, that they enforce a decision they believe in, regardless of what the other people may say. In the end, the leader is held accountable for that decision. Nevertheless, he admitted that ordinarily, leaders do take everyone's input into account before they make joint decisions, as long as they are comfortable with that decision. He added to this argument, noting that the leaders become less certain about decisions as they move up in organisational ranks. He also articulated that in reality, leaders have no rules per se, with regards to strategy, and that they should be able to live with that uncertainty. His advice is to make the best of the information at hand, and follow-through completely with a decision once it has been made.

He insisted that leaders should have a mind that can gather and analyse information, and turn all complex information into simple, manageable amounts, on which decisions can be based – even if they cannot immediately explain how they arrived at the simple explanation or decision. He also noted that in addition to instinct, leaders must also do extensive and intensive research and logical debate, in order to ensure that they have all the facts. Leaders

can only make decisions based on their gut feeling, if they have explored all possibilities. All of the researched information is ultimately tested against whether it feels right.

4.2.6.6   Socialised power orientation

Mr Susman alluded to the fact that in business, there are great leaders of whom some are humble while others are very egoistic and confident. He admitted that it does not matter which of the two types a leader may be, they should always have a socialised power approach, and always put the organisation's best interest ahead of their own. He affirmed that leaders serve the organisation, and not themselves, and that egotistical leaders, who are not in tune with the needs of the organisation, will hardly ever succeed.

4.2.6.7   Sustainability

Mr Susman explained that there are two sides to every coin with regard to short-term and long-term approaches to business. On the one side, he acknowledged that it is extremely important to be very reactive to change, and make immediate decisions, especially in the retail industry. On the other side, he explained that leaders always need to have a very clear vision of where the company is headed in the long term. He argued that it is important to ensure that all short-term micro actions fall within, and are aligned with long-term macro plans, and that the two should not be approached separately. He believes in an integrated approach, which aligns and integrates the two, insisting on a mixture of short-term, instantaneous decisions to accomplish the long-term sustainable vision.

Mr Susman motivated sustainable conduct by acknowledging that there is a 50:50 balance between customer satisfaction, and doing the moral thing. To him, decisions that are sustainable are not only moral decisions, but also make business sense. For this reason, he encourages that all business is be conducted to the benefit of all the relevant stakeholders, while simultaneously benefitting the organisation's sustainable development.

4.2.6.8   Living the organisational values

Mr Susman feels very strongly that all employees must have shared values, according to which the conduct themselves. He explained that he cultivates these values by living them himself, and being a role model and a champion of these values. He also believes that continuously and frequently communicating these values, consciously making employees aware of the values, shows how important it is for the organisation that they share these values. He revealed that he makes employees aware of the values on such a level that they become part of the employees' operating conscience.

He elucidated that what is measured, gets done, and what is talked about, gets focused on. He therefore cultivates these values by continuously focusing on, and drawing attention to them.

4.2.7   Participant 7: Andrew Milne

Mr Andrew Milne joined Spier in 2004 and assumed the position of CEO in 2008, prior to which he worked as CEO of MWeb. The interview with Mr Milne was very enjoyable. We met in the relaxed atmosphere of Spier's boardroom, at their head office, a few kilometres outside Stellenbosch. The interview elucidated that Mr Milne is a very friendly and composed man, who leads with a simplistic and very socially responsible approach. His care and respect for his organisation and its employees was ever-present. He is clearly a highly ethical leader, who goes to great lengths to ensure the prosperity of both his employees, and the natural environment. He places great emphasis on sustainability and the triple bottom line. Table 4.7 tabulates the themes that emanated from the constructs elicited during the interview with Mr Andrew Milne.

Table 4.7

Themes stemming from Personal Constructs: Participant 7 (Andrew Milne)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Having a strong, diverse team	Having a strong team of diverse and competent individuals, who work together and combine expertise in order to make good decisions and achieve organisational objectives.	"You still need people's input and you still need people's buy-in." "You can have personality mismatches, and that can have a big part in it." "I am a great believer in diversity." "We would rather appoint someone who is aligned with our values, and (then) teach them the skills required, than the other way around."
2	Having a clear shared vision	It is important for leaders to know exactly where they are, and where they want to be in terms of their strategy and vision.	"A good leader needs to be able to see the future."
3	Sustainability	Always considering the long-term effects on	"When I say sustainability, I mean the commercial benefit from doing business right."

		decisions, and ensuring that decisions benefit the sustainable development of the organisation.	"... to ensure your financial viability in the long term."
4	Values-based approach to business	Conducting yourself, and your business, based on strong ethical values and morals.	"Values should define the way that you do business, and not for example, profit at all cost." "I am a great believer in the role of integrity and ethics in business."
5	Leading by example	Cultivating desired behaviour, by role modelling the desired behaviour.	"I think a lot of people are encouraged if the leader shows the right character traits."
6	Effective decision-making	Making good decisions in a timely and professional manner.	"Sooner or later it is going to go wrong, you might as well fix it sooner [rather] than later." "I think I tend to act as quickly as possible." "Ultimately, I think that principle or prioritising and making quick decisions, is a key part of effective leadership." "There is a definite amount of instinct." "Ultimately, you employ senior managers because they have certain character traits, and one is their instinct around [sic] what is best for the business." "Ultimately, it is a combination of instinct, skill, experience, maturity and process."
7	Communication	Communicating openly and honestly as a means of attaining trust and commitment.	"Effective communication is probably one of the toughest things in any organisation." "There are always people telling you that you are not (incorporating) enough communication."
8	Maintaining a positive approach	Always seeing the opportunities in situations, and learning from past losses.	"One stand out for me is learning from mistakes and moving on." "Don't worry about it, just move forward."
9	Taking good care of your employees	Acknowledging that your employees are the heartbeat of the organisation, and ensuring their performance and well-being by taking good care of them.	"Work-life balance is something that I try to foster."

4.2.7.1   Having a strong diverse team

Mr Milne noted that it is very important to have a strong team, who can contribute diverse and valuable inputs. He mentioned that leaders must surround themselves with people who compliment their strengths, as well as make up for their weaknesses. However, he elucidated that ultimately, the leader is responsible and accountable for decision-making. He continued to explain, pointing out that leaders often have to make decisions on their own and be willing to accept the consequences of those decisions. Mr Milne remarked that he would usually thoroughly consider the valuable inputs provided by his team, and then make a decision that he feels comfortable with, based on those inputs and his own ideas.

Additionally, Mr Milne noted the importance of having a team to help the leader lead, in which all the members are compatible with the leader, to a certain extent. Mr Milne commented that incompatible personalities can easily lead to erroneous decisions, as well as decisions that do not complement each other in achieving the organisation's shared vision. He maintained that diversity is very important and that having people, who differ from the leader, is beneficial in that it is a source of different input, which can be positive. However, he added that diversity can only be beneficial if it is aimed at the same objectives and vision. He ultimately believes that as long as all parties are sincerely motivated to achieve the same vision, and there is consensus in their general direction and approach, they can differ in personality. According to Mr Milne, selecting the right people, who are able and willing to accomplish the necessary, it is not an easy task. But, he contended that a combination of experience and instinct has taught him to read people. He is adamant that he can distinguish which individuals will benefit his team, and which will not. As a last thought on his team, Mr Milne noted that person-job fit is extremely important. He maintained that brilliant people are too often placed in the wrong positions, where their potential is not fully elicited. It is very important to him that all employees have a job that harnesses their strengths, and unlocks as much of their potential as possible.

4.2.7.2   Having a clear shared vision

Mr Milne noted that one of the vital roles of a leader is to be able to envision the future. He believes it is the leader's responsibility to have a clear vision of where the organisation is headed, and then motivating and enabling his team to reach that vision.

Mr Milne emphasised the fact that the vision should not only be a clear vision, but also be a shared vision. He stated that a vision will only be accomplished if the whole organisation,

and its different departments, work together to accomplish the same vision. He also noted that a shared vision is an effective way of motivating desired behaviour. He articulated that all the members of a team will behave in a manner that is conducive to that vision, if the team aims to achieve the same vision. This vision-based approach results in a values-based approach to leadership, where employees are not motivated and regulated by compliance, but rather by intrinsic values-based motivation to achieve the organisation's shared vision and goals. Mr Milne acknowledged that the fundamental part throughout this process is ensuring that all employees buy into the vision, and are motivated to achieve that vision.

He also added that it is important to ensure that employees buy into the values, aligned with the vision of the organisation, and proposed that it is easier to teach new skills than to teach new values. He acknowledged that it should be clear to potential employees, from the onset of a new appointment, that they should share the organisation's values in order to avoid difficult working conditions. This confirms that values are a very effective driver of employee conduct and organisational performance.

4.2.7.3   *Sustainability*

Mr Milne holds sustainable and responsible business in regard. He does not consider sustainability as a specific aspect of business, but rather as an integrated way of doing business. He noted that there are two sides to sustainability: the business side, and the people side. He explained that leaders should ensure that both develop sustainably.

4.2.7.4   *Values-based approach to business*

As mentioned in section 4.2.7.2, Mr Milne employs a values-based approach to leadership and management. He believes that people should be motivated by a strong and clear shared vision, which aligns all departments of the organisation toward the same goals and objectives. However, he acknowledged that it is necessary to have internal control systems that continually monitor and evaluate the extent to which these subsections of the organisation operate in alignment with the organisation's vision. He asserted that he does not use overly regulating measures to ensure compliance. Rather, he employs values-based initiatives, like empowerment and autonomy, to enable employees and departments to achieve the vision, with considerable freedom.

Mr Milne noted that the values-set should define the way in which business is conducted. This links with his strong sustainability approach, as one of the organisation's main values.

Mr Milne alluded to the fact that values should drive the way in which business is conducted, over and above tangible material things, such as profit.

As part of Mr Milne's values-based approach to leadership, he highly values integrity and ethics in business conduct. He believes that this makes the organisation more attractive, and more sustainable. Thus, ethics and integrity are not only moral considerations, but also must be considered in strategic business strategy. Mr Milne is of the opinion that being ethical and conducting business with integrity makes sound business sense in the long term.

4.2.7.5 *Leading by example*

Mr Milne acknowledged that his behaviour is a source of guidance, encouragement and motivation to his employees. He noted that he subsequently goes out of his way to understand the issues and engage with those issues, both inside and outside the organisation. He admitted to being an ambassador and a role model for the desired conduct in his organisation. By living the organisational values, inside and outside of the organisation, Mr Milne attempts to be a role model for his employees, so that that they can imitate and learn the appropriate way of conducting themselves.

4.2.7.6 *Effective decision-making*

Mr Milne believes in taking decisions head-on, and making decisions as quickly and efficiently as possible. He acknowledged the importance of doing research, and considering thorough research when making decisions. Nevertheless, he noted that leaders should not dwell too long on decisions, and fully commit to decisions once they have been made, even if a particular decision was not initially the right decision.

Mr Milne noted that decision-making is normally a very democratic process because of the very clear set of values, vision and expectations of the board. He admitted that ultimately, he makes decisions that he is comfortable with, considering that he is accountable for those decisions.

He added that effective decision-making is dependent on good instinct, to a certain extent. He stated that good decision-making starts with a good mandate, and knowing the destination. He then noted that good leaders have the ability to use their instinct to determine what the best direction is for the organisation. It is important that these leaders are compatible with the organisation's ideals and goals, and that they share the organisation's long-term vision. To him, the ability of a good leader to make effective decisions, and consequently direct the

organisation in the best possible direction, is a combination of instinct, skill, experience, maturity and process. Mr Milne emphasised the importance of experience and the ability to prioritise effectively. He then alluded to the importance of being confident enough to make quick decisions, and believe in that ability to make good decisions.

In addition, Mr Milne feels that process is often overlooked and under-appreciated. He noted that organisations have various structures and processes in place, to aid leaders in making difficult decisions, such as letting go those people who are unfavourable for the organisation's vision. He added that leaders should utilise these resources, rather than try to solve the problems on their own.

4.2.7.7   Communication

Mr Milne acknowledged that effective communication is a vital aspect of leadership; and that it is something that always requires attention and improvement. He noted that, due to the rather corporate structure of his organisation, communication flows through various channels.

He encourages free flow of information through his organisation, and implores his top and middle management to allow the same. He believes that this free flow of information ensures that all employees are as aware and enlightened as they can possibly be about the goings-on in the organisation. These include changes, goals, news and performance. It is important to Mr Milne that communication is open, and that all employees have the confidence to communicate and give their valued input. He also strives to let employees feel that they are being heard and that their inputs are genuinely being considered, by providing feedback on communication.

In addition, Mr Milne noted that it is important for a leader to know his people with regard to communication. He noted that some people are very good communicators and some are not. He discussed that leaders should be aware of the different departments' and individuals' needs for communication, and satisfy those needs accordingly.

Mr Milne admitted that he is a very open leader in terms of approachability, honesty and trust. He employs this transparent communication approach to encourage employees to communicate with him and tell him what is in their hearts. He attempts to set a positive example by always communicating openly and honestly, and encouraging employees to participate and communicate back to him.

4.2.7.8   Maintaining a positive approach

Mr Milne believes in always maintaining a positive approach, and focusing on opportunities rather than on things that need improvement. He prides himself on being a good role model for his employees, by always being positive and opportunistic, and not dwelling on negative issues. He encourages employees to always keep moving forward and focus on fixing a problem rather than spending time determining who deserves blame, and the reason for the fault. In addition, he believes that being positive and taking pride in one's work, transfers onto the customers, leaving them feeling positive about the product or service. For this reason, Mr Milne insists that it is very important that his employees are always positive and proud of their jobs and the products that they deliver. He endorses this positive culture by being a role model and setting a good example for his employees, by being positive himself.

4.2.7.9   Taking good care of your employees

Mr Milne believes in the philosophy that a happy employee is a good employee. Therefore, he ensures that his employees are happy with their jobs, in the hopes that it will improve their performance, making it more sustainable. During the interview, he emphasised the importance of work-life balance, and ensuring that his employees are satisfied. Mr Milne acknowledged that ultimately, he aims to work with engaged and happy staff. He stated that leaders must invest in their employees in order to get them to engage, and give a return on investment.

4.2.8 Participant 8: Thys Du Toit

Mr Matthys (Thys) Michielse du Toit, B.Sc., MBA, co-founded Coronation Fund Managers Limited in 1993 and served as its Chief Executive Officer from April 1997 to November 2007. He served as the Chairman KWV Holdings Ltd. since August 2009; KWV International (Pty) Ltd. until April 30, 2011 and Capevin Holdings Ltd. since August 2009. He is currently also CEO of Rootstock Capital Investments.

During the interview, Mr du Toit came across as very relaxed and composed. It became evident that he is also a very logical and pleasant man. He has clear goals and achieves them by remaining as objective and logical as possible. Throughout the interview, it was evident that Mr du Toit is a man of strong moral fibre, who builds his leadership approach on a foundation of sustainability, integrity and ethics.

He clearly has great knowledge of the environment in which he operates, and uses that knowledge to plan strategically, and logically convince others to follow him. His

comprehension of his complex business environment allows him to make informed decisions that he can convince others of, on the basis of its credibility. He achieves this by logically showing them the benefits of his decisions, and that his decisions will lead to success. Table 4.8 tabulates the themes that emanated from the constructs that was elicited during the interview with Mr Thys du Toit.

Table 4.8

Themes stemming from Personal Constructs: Participant 8 (Thys du Toit)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Having a strong diverse team	Having a strong team of diverse and competent individuals, who work together and combine expertise, in order to make good decisions and achieve organisational objectives.	
2	Having a clear shared vision	It is important for leaders to know exactly where they are and where they want to be.	"The first responsibility of the leader is to provide direction for the organisation." "It starts with a clear vision of where you are going."
3	Maintaining a long-term approach to business	Always considering the long-term effects on decisions, and ensuring that decisions the benefit sustainable development of the organisation.	"It was a mistake to want to grow too much too fast."
4	Values and ethics	Leading the organisation, based on strong ethical values and morals, by being a good role model.	"Morality definitely plays a big role in my approach to leadership." "You cannot build a business on foundations made of sand." "You need to make an example out of people so that other people can learn from it." "I get employees to behave according to these ethical organisational values by being a good role model and

			displaying the behaviour that I expect from employees."
5	Understanding your people	Knowing what employees aspire for, and being aware of their wants and needs in order to motivate them.	"You should allow people to contribute in the areas in which they are the best." "You should place people in the position where they can use their potential the best."
6	Making sound strategic decisions	Making good decisions in an objective and effective manner.	"Emotions can often overpower rationality." "Emotions are extremely important... too important. It is what distinguishes good leaders and [sic] average leaders." "You cannot make a good decision if you do not know your market and your environment very well." "For every successful strategic decision, there are probably 100 unsuccessful decisions."
7	Communication	Communicating openly and honestly as a means of attaining trust and commitment.	
8	Positive empowering culture	Always conveying a positive attitude and investing in employees, to empower them and elicit their potential.	"You have to create an environment where everybody feels that is was their decision." "Play to your strengths, because that is what makes you successful."

4.2.8.1   Having a strong diverse team

Mr du Toit emphasised the importance of a strong team. He noted that everyone has strengths and weaknesses in their repertoire of skills and competencies, adding that leaders should surround themselves with a team that will complement their strengths and supplement their weaknesses. He also believes that teams provide a valuable extra source of input, which allows the leader to make better decisions. The quality of the decisions are related to the quality of the team, and according to Mr du Toit, it is therefore imperative that the team be a group of highly competent people, who have shared goals and aspirations for the organisation. He also believes that a team should have complementary skills that create synergy. This requires a diverse group of people, who are all compatible and have a shared goal.

In explaining the importance of a strong team, Mr du Toit alluded to the importance of a cohesive group, with a shared vision. He noted that individuals, who have different aspirations and values to the rest of that group, should be replaced as quickly as possible. Mr du Toit noted that if all members of the group are not aligned in the same direction and share the same values, the group will not function optimally. The individual, who is not aligned with the group will have a destructive effect on the group, and should consequently be replaced as quickly as possible, regardless of their technical competency. Mr du Toit remarked that all the individual employees in the group should understand their role in that group, and the importance thereof, and more importantly, have shared goals that determine and motivate their behaviour, and ensures that they are all working in the same direction.

4.2.8.2   Having a clear shared vision

Mr du Toit acknowledged that one of the most important factors of leadership, is having a clear vision of the goal, and getting employees to commit to achieving that goal. He mentioned that effective communication is vital in gaining commitment to achieve the goal. He also noted, very importantly, that the vision should challenge everyone to achieve the goal, and make them believe that the goal is possible. He explained that people naturally buy-in and commit to a vision if it is beneficial to them, and they can envision the logic behind it, and suggested communicating these benefits to the employees. Benefits could include: more remuneration, increased work satisfaction, feeling part of the success, and having a sense of achievement. He stated that it is important for people to inherently want to be part of success, and for them to feel that they are part of the success when it is achieved.

4.2.8.3 Maintaining a long-term approach to business

During the interview, Mr du Toit explained that any good strategic decision makes business sense in the long term. He believes that the long-term implications of any action should always be considered. He added that leaders should ensure that every decision brings one a step closer to achieving the organisational vision. He emphasised the importance of sustainable development and ensuring that the organisation operates in the best interests of all relevant stakeholders – and not only in the best interest of the shareholders' most immediate desires.

4.2.8.4 Values and ethics

Throughout the interview it was evident that Mr du Toit is both an ethical and responsible leader. He explained that doing business ethically is not only the right thing to do, but also

makes business sense. It is his opinion that doing business ethically will ensure the sustainability of the organisation, albeit at the expense of instant or short-term gains.

Mr du Toit explained the importance of having the right moral foundation from which the culture and the consequent organisational values, stem. He believes that it is important for everyone in the organisation to shared values, and conduct themselves accordingly. He believes that this is a means to achieving the shared vision of the organisation. Mr du Toit explained that the best way of getting employees to behave according to these organisational values, and adopt them as part of their operating conscience, is to set a good example and model the behaviour that is expected from them. He also argued that leaders should actively and visibly reward and punish behaviour. He proposed that leaders reward desired behaviour, and punish undesired behaviour, in a way that visibly sends a message to all employees about what the desired behaviour in the organisation looks like.

4.2.8.5 Understanding your people

Mr du Toit explained that it is important for leaders to know their employees, as well as the strengths and weaknesses of those employees, in order to optimally unlock their potential. He is passionate about affording his employees the freedom to work in a way which allows them to perform optimally. He did however advise that in order to do this, leaders should know their company and their employees very well, in order to manage person-job fit effectively. He believes that people should be empowered to reach their own potential.

4.2.8.6 Making sound strategic decisions

Mr du Toit deems the ability to make sounds strategic decisions, very important. He noted that a leader should be able to make objective decisions, free from emotional influence and organisational politics. He believes this is vital in steering the organisation in the right direction. Mr du Toit stated that good decisions are dependent on effective communication, full support from important stakeholders, and ensuring that everyone understands the merits of the decision. He noted that the ability to manage emotions is one of the distinguishing factors of good leadership. It is his opinion that good leaders should have the ability to free themselves from emotions, and make objective and well thought-through decisions, based on the objective facts available to them at the time.

In addition to the importance of objectivity in decision-making, Mr du Toit also specified the importance of understanding the market and environment, as a prerequisite for making good decisions. Mr du Toit added that leaders must know their environment intimately, and that the

degree to which they understand their surroundings will influence the quality of their decision.

4.2.8.7 Communication

Mr du Toit articulated that good communication starts with a very clear goal, and can be used as a means of leading people in a desired direction. He believes that everyone should know exactly what the goal is, and that the process should be communicated in a way that motivates them to approve of, and commit to reaching that goal. He indicated that strong logical arguments about how and why the goal can and should be achieved are very important. He insisted that this information serves as a source of motivation to employees. He noted that good communication involves ingraining the goal into the employees' minds, through continuous communication and ensuring that everyone is committed and understands the plan.

Mr Du Toit stated that an important part of this communication and persuasion process is an in-depth understanding of the plan and the environment in which it will unfold. He noted that it is important for the leader to be able to explain to employees exactly what will happen, and explain it so that they understand. This requires different cognitive levels of communication for different levels of employees.

In addition to the logic of arguments as a means to persuade people to buy into a vision or goal, Mr du Toit explained that it is also important to emotionally persuade people of the benefits of the intended plan. According to him, it is vital that the plan should be attractive and challenging to employees, and that the excitement created around it should serve as a source of motivation.

4.2.8.8 Positive empowering culture

Mr du Toit indicated that it is important for employees to always feel that they are part of a decision, and that they are encouraged to participate and provide valuable input during decision-making processes. He argues that this not only gives additional insights and ideas that can be valuable, but that it also creates awareness of, and commitment to the idea, which motivates employees to work harder to achieve the goal. Mr du Toit noted that although the decision ultimately lies with him, and often his executive team, it is still important to keep everyone involved and give them a sense of contribution and participation.

Furthermore, Mr du Toit explained that it is important that leaders always focus on their strengths, and remain faithful to those. He also noted that it is the leader's responsibility to always stay positive and keep his followers positive and inspired to achieve organisational goals.

4.2.9   Participant 9: Frik Landman

Mr Frik Landman has served as the CEO of USB Executive Development LTD since 2005. He is on the board of the Centre for Financial Regulation and Inclusion [CENFRI], the EPAS Accreditation Board of the European Foundation for Management Development [EFMD], and on the Academic Council of the Madinah Institute for Learning & Entrepreneurship in the Kingdom of Saudi Arabia.

The interview with Mr Landman was a very enjoyable and insightful experience. The interview was conducted in a quiet coffee shop in Stellenbosch, devoid of noise and distraction. Mr Landman is clearly very experienced and comes across as influential and credible. He is unmistakeably an expert on leadership, and knows what good leadership entails. Throughout the interview, he emphasised the importance of distinguishing between leadership and management. He made it clear that leadership comes to the fore in situations of uncertainty, where direction and motivation is needed. Furthermore, he is clearly a highly ethical leader and has a strong long-term approach to leadership.

He feels strongly about taking responsibility as a leader, and having the confidence to make difficult decisions and take accountability for those decisions. Table 4.9 illustrates the themes that emanated from the constructs elicited during the interview with Mr Frik Landman.

Table 4.9

Themes stemming from Personal Constructs: Participant 9 (Frik Landman)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Lead by example	Cultivating desired behaviour by role modelling the desired behaviour.	"We have to become disciples of the desired change, and we must live this behaviour in everything we do." "If my behaviour does not match the vision and values, not my pleas or the vision and values will have any

			credibility."
2	Positive empowering culture	Always conveying a positive attitude, and investing in your employees to empower them and elicit their potential.	"We want to move away from a parent-child culture, toward an adult–to-adult culture, where everyone is seen an equal and takes responsibility for their own actions." "We have a culture where people are encouraged to think for themselves and are allowed and trusted to make decisions on their own." "People are willing to confront me because they know I will always be honest and confront them." "It is a culture of co-ownership." "People should find joy and meaning in what they do."
3	Communication	Communicating openly and honestly as a means of attaining trust and commitment.	"Leaders need to be able to distinguish between the person and their behaviour, and be able to clearly communicate with which one they are happy or unhappy."
4	Responsibility and accountability	Taking responsibility for your actions. Being accountable.	"It is about creating co-ownership and allowing people to take responsibility for their work." "Nothing motivates people like giving them a lot of responsibility."
5	Know your organisation and its people	Being able to understand situations and people, based on knowledge and experience of the organisation.	"You must know what makes the people's hearts beat." "In order to get people to perform optimally, you must understand them and the environment in which they operate intimately." "There are universal truths, but you have to know that makes different people's hearts beat." "You must get close to your people and spend time with them in order to know what is [sic] their wants and needs."
6	Having a clear shared vision	It is important for leaders to know exactly where they are, and where they want to be.	"Leadership is about providing direction in times of uncertainty." "People will be willing to suffer for something; they will not be willing to suffer for nothing, you must therefore make sure that you have an appealing and credible vision." "I constantly keep the conversation about the vision going; people should constantly be aware of the vision."
7	Transparent and authentic	Always being honest and open with your followers. Being	"You have to confront people with the realities of the situation." "People will only follow you if they think that you are

		consistent in your words and actions.	credible and can be trusted.” “Your actions should always match your words.”
8	Realism and self-awareness	Leaders need to be realistic about their situation, relationships and environment, and should simultaneously have a strong self-awareness of their strengths and weaknesses.	“Whatever we lose, let us just not lose the learning.” “People need to understand the realities of the situation in order to create a strong enough sense of urgency.” “When employees understand the logic behind the current realities, and the vision, they will be motivated to work toward achieving that vision; given that they can see the link between their contribution and performance.”
9	Having a strong diverse team	Having a strong team of diverse and competent individuals, who work together and combine expertise in order to make good decisions and achieve organisational objectives.	“Diversity is definitely good, as long as everyone is still compatible and has the same vision.” “If someone is not good for the team you should let them go as quickly as possible, without wasting any time.”
10	Sustainability	Always considering the long-term effects on decisions and ensuring that decisions benefit the sustainable development of the organisation.	“Every short-term decision must be aligned with your vision and long-term goals.”
11	Courage to take risks	Leaders are often put in difficult situations, where they need to make decisions without having all the necessary facts. In these situations they need the courage to take calculated risks.	“You need a lot of courage because people are not always going to like your decisions.” “You need to have the confidence to make difficult decisions and take risks.” “You have to accept that you do not have all the answers, and gather up enough courage to make a bold decision and make the best of it.” “If there is a lack of courage in the leader it is very difficult to confront people with reality.”

4.2.9.1   Lead by example

Mr Landman explained that an important part of leadership is to be a good role model and lead by example. He noted that leaders should be a champion and a living example of the behaviour that they expect from employees. He emphasised that leaders should clearly and visibly communicate these behaviours, and make employees aware of the behaviours they exhibit as an example for them to follow.

4.2.9.2   Positive empowering culture

Mr Landman endorses a very positive and empowering organisational culture, in which employees are afforded the freedom to make decisions on their own. The culture is built on mutual trust, and creates a feeling of responsibility and co-ownership. Trust is twofold in this sense; trust that employees and management will make good decisions, and trust that, should a problem arise, they will have the confidence to confront each other. The culture is organic rather than bureaucratic, and allows everyone the freedom to harness their strengths and perform to the best of their potential. The culture requires that everyone in the organisation take responsibility and personal accountability for their actions. Mr Landman expressed that he believes that giving someone responsibility and trusting them, is very effective motivation.

Mr Landman explained that it is important to him that people should find joy and meaning in what they do. He endorses a culture where people work beyond compliance because they are committed and loyal to the organisation, and they find joy and meaning in what they do. He maintained that people should work actively toward reaching organisational objectives because they want to achieve these objectives, and can envision the benefits for all involved, in reaching the objectives.

4.2.9.3 Communication

In the interview, Mr Landman argued that communication is a vital part of leadership. He noted that leaders need to communicate as frequently, clearly and honestly as possible. He added that when communicating, the first step is to create a sense of urgency and get employees' attention. He explained the importance in providing employees with the truth, and a clear plan of what will ensue, and why.

In addition, Mr Landman insisted that the way in which leaders communicate criticism, is very important. He stated that leaders should always distinguish between the person and the behaviour. People should never be discouraged to take risks, nor punished for unsuccessful ideas. Mr Landman alluded to a scenario where, after criticising an employee, the employee

was hesitant to take risks and make difficult decisions again, which negatively impacted her performance. He argued that employees should be allowed to try things and do what they think is right, and that it should be communicated clearly, when things then do go wrong, that the problem does not lie with the person, but rather with the behaviour that they have exhibited. Mr Landman reiterated that honesty and trust in the communication is clearly important.

4.2.9.4   *Responsibility and accountability*

Mr Landman made several references to the importance of responsibility and accountability. He stated that leaders need to have a strong internal locus of control, and should be willing to be held accountable for their actions. But, he also explained that leaders should delegate responsibility and accountability to employees, as a means of motivating and empowering those employees to conduct themselves to the best of their abilities. He added that this is a way of providing employees with a sense of meaning and achievement. This approach complements his empowering culture of co-ownership and allowing employees the freedom and autonomy to work in a way that they deem best for the organisation.

4.2.9.5 *Know your organisation and its people*

Mr Landman explained that one of the most important tasks of a good leader is unlocking human potential. He emphasised that people should be allowed the freedom to express themselves, and harness their strengths. He also deems it important that people be proud of their work, and experience a sense of purpose and achievement. In his opinion, leaders can only enable people to reach their full potential if they know them, and the environment in which they operate, very well – to the extent where leaders can match employees with jobs that complement their personalities, interests and skills, and simultaneously serves to benefit organisational effectiveness.

He noted that in order to effectively lead and motivate employees, leaders need to know what is in their hearts. He explained that leaders need to get close to their employees, and spend time with them, in order to become familiar with their wants, needs, dreams and aspirations.

4.2.9.6 *Having a clear shared vision*

Mr Landman emphasised the importance of distinguishing between leadership and management. He noted that while management entails maintaining an organisation, leadership has to do with providing direction in times of uncertainty, and leading an organisation to achieve a particular vision or objective. He stated that good leaders have the

ability to determine the course for the organisation, but more importantly, they know how to get people to buy-in and commit to achieving that vision. He mentioned that it is vital to have a clear vision, and to know exactly where the organisation is headed. He added that the leader should ensure that everything done brings the organisation closer to achieving that vision. He elucidated that all aspects and divisions of the organisation should be aligned in order to achieve the organisational vision.

Furthermore, Mr Landman emphasised the importance of a shared vision by all employees, and that every single employee should be committed to realising the vision. He noted that employees who do not share the organisation's vision, and have alternative motives, should be replaced as quickly as possible. He indicated that people who are not committed to the vision not only do not contribute to realising the vision, but also tend to be destructive, and negatively influence those around them. Mr Landman therefore advocates for a work environment with shared values, with employees who work toward the same goal, albeit in different departments or divisions of the organisation.

As a last thought on the importance of a clear vision, Mr Landman mentioned that once people buy into the vision and are motivated to achieve the vision, there is little need to regulate or monitor their behaviour. This ties in with the empowering culture of his organisation: employees who have accepted the vision, are given the freedom and autonomy to do their work when, how, and where they want to, because he trusts that they will do their best to achieve the organisational vision.

4.2.9.7 Transparent and authentic

Mr Landman explained that people need to trust a leader before they will follow them, and become loyal to them beyond the point of mere compliance. He stated that leaders should therefore by authentic, transparent and credible, as a prerequisite to gaining and maintaining that required trust.

4.2.9.8 Realism and self-awareness

Mr Landman pointed out that leaders should always be honest and open with their employees. He indicated that the employees should always be aware of the realities of any situation, as a means of enabling and motivating them to give their best, to improve or optimise the situation. He explained that when people are aware of the realities of the situation, they are able to respond accordingly; the people, who are motivated to achieve the set goals, will work harder to attain them; the people who do not believe in the vision or the

credibility thereof, will withdraw. In this way, being transparent and realistic, leaders can select the people who share in their vision and are willing to work beyond the point of compliance, to achieve that vision.

He also emphasised that as an organisation you should continuously learn from its mistakes, in an attempt to improve the organisation and prevent future mistakes. Nevertheless, he emphasised that leaders should focus on the positives, and seek the opportunities in lessons learned, while taking care not to focus on the problem, but rather on the solution.

4.2.9.9 Having a strong diverse team

Mr Landman indicated that leaders should surround themselves with a group of very competent people. He noted that it is very important that these people all have shared values, and are equally motivated to achieve the organisational vision. In addition, he noted that in order to maintain the empowering culture that he employs, it is very important that all employees undertake the culture of the organisation, and share the organisation's ideals and objectives. Only if this team consists of a number of competent individuals, who share the organisational values and vision, will leaders be able to give employees the freedom to work as they deem fit.

He noted that maintaining such a team requires continuously cultivating the organisational culture, and ensuring that all employees are committed to the culture and the vision. He added that leaders should also only employ individuals who are compatible with the culture. He also emphasised the importance of knowing the employees, and what is in their hearts in order for the leader to unlock their full potential and optimally lead them.

4.2.9.10 Sustainability

During the interview, Mr Landman indicated that it is very important to always have a clear idea of the organisation's long-term goal. He noted that his management team regularly has meetings to discuss both short-term and long-term plans respectively, in order to ensure that both receive enough attention. He explained that leaders should always consider the long-term implications of decisions, when making short-term decisions, and ensure that they are aligned with one another. He endorses a very pro-active and values-based approach to strategic planning, which aims to ensure the sustainable development of the organisation.

4.2.9.11 Courage to take risks

Mr Landman alluded to the fact that leaders are continuously faced with difficult decisions and situations. He noted that good leaders have the ability to handle these situations, and more importantly, are willing to take on these situations, and accept accountability for their decisions. He articulated that leaders must be able to live with uncertainty, and have enough confidence in themselves to make risky decisions. He also added that leaders must be able to handle resistance, and live with the knowledge that people may not always like their decisions.

It is his opinion that not all people can deal with the fear and uncertainty that accompanies the responsibility of leading large organisations, and that this willingness and ability to handle pressure, uncertainty and fear is consequently a prerequisite for great leadership. He stated that leaders need a great deal of courage to make difficult decisions, and without that courage, they will not be effective enough to successfully lead their organisation.

In addition he indicated that leaders need to acknowledge that they do not have all the answers, and subsequently be willing to make a bold decision and commit to that decision, dedicating their best efforts to make a success thereof.

4.2.10 Participant 10: Brand Pretorius

Mr Brand Pretorius is the recently retired chief executive of McCarthy Limited, the leading motor retail group in South Africa. Mr Pretorius currently serves as a non-executive director on the boards of the Barclays Africa Group, Reunert, RGT Smart, Tata Africa Holdings and Tongaat Hulett. He is the non-executive chairman of Italtile Limited. Mr Pretorius is also a member of the advisory boards of the international consultancy firm Alexander Proudfoot as well as the Motor Industry Ombudsman of South Africa.

The interview with Mr Pretorius was very inspiring and enjoyable. It became evident during the interview, that Mr Pretorius is an expert on leadership, which clearly illustrates why he was so successful a leader during his tenure at McCarthy. Mr Pretorius is a humble leader and his unconditional ethical behaviour is very apparent. His willingness to help and serve others is remarkable, and can arguably be attributed to his ability to motivate people to perform beyond compliance. From the interview and the few 'war stories' he shared, it was evident that Mr Pretorius leads by both setting an impeccable example, and by serving his followers with the greatest respect and determination. Mr Pretorius may well be one of South Africa's greatest business leaders, in terms of his character and knowledge on effective leader

behaviour. He is a good example of a servant and spiritual leader, with extremely well-developed emotional intelligence, which has given him the charisma to inspire and motivate employees, to the extent of working far beyond compliance. Table 4.10 tabulates the themes that originated from the constructs elicited during the interview with Mr Brand Pretorius.

Table 4.10

Themes stemming from Personal Constructs: Participant 10 (Brand Pretorius)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Communication	Communicating openly and honestly as a means of attaining trust and commitment.	"It is a primary leadership task to communicate the vision in a way that inspires employees." "Communication needs to be honest and transparent. It must also be genuine."
2	Positive organisational culture	Cultivating a culture that endorses the values and vision of the organisation.	"A culture, based on mutual trust and respect, honesty, transparency, teamwork, exceptional achievement, (and) values that put the client first."
3	Effective decision-making and persuasion	Combining facts and emotions to make effective decisions, which have the support and commitment of employees.	"Another important leadership responsibility (is) to make the best possible strategic decision; it is the leader's task to provide direction for the future of the company." "You need to persuade your people with absolute conviction." "The strategy is clinical, but the selling of the strategy is emotional." "You have to use your intuition to touch people's hearts and minds." "In order to make the implementation possible, people need to internalise the plan." "I would say it is a 60-40 relationship between knowledge and experience, and intuition, in the favour of intuition."
4	Morality and leadership	Knowing the importance of strong moral values, and the role of ethics in leadership.	"Success as a leader is about much more than financial performance, it is also about qualitative dimensions, such as developing and giving meaning to people's lives, and serving society for the greater good." "Moral decisions definitely make business sense."
5	Courage	The ability and willingness to make difficult decisions, without all the facts	"Leaders need to have the courage to face the realities of their situation and make timely and effective decision; you cannot live in hope." "Leaders bring about change by breaking away from the status quo – this requires a lot of courage."

			"One of the many things that distinguish leaders from their followers, is the willingness to accept responsibility."
6	Self-knowledge, critical thinking and continuous reflexion	Being aware of your strengths and weaknesses, and constantly ensuring that you are improving and moving closer to your goals.	"To do honest introspection." "Some people gain experience, but they do not take the time to actively reflect and learn from it."
7	Credibility as a leader	Ensuring that employees trust and respect you as a means of attaining loyalty and commitment, beyond compliance.	"To have credibility you need to set a good example, show good character, and most importantly, get good results."
8	Unlocking human potential	The ability to unlock potential and empower employees to perform optimally.	"A primary leadership responsibility is the unlocking and exploitation of human potential." "I should have paid more attention to mentorship and coaching." "As a leader, you need to focus their intelligence, their attention and their energy." "As a leader I am like an architect of human potential."
9	Team work and socialised power	Acknowledging the importance of teamwork and ensuring socialised power, which benefits the organisation.	"I know these people; in most cases I also know their families." "They should fly in formation." "Leading a team is like conducting a symphony; you have to get all the different instruments to play together."
10	Leading by example	Cultivating desired behaviour by being the perfect role model.	"You need a strong moral intelligence, and (to) use that to set an impeccable example."
11	Inspirational vision and shared values	The ability to inspire and bring people together to work toward achieving a common goal.	"The next important thing for a leader is to establish a vision that inspires people and brings them together." "Leaders have to be able to visualise the future, and then convince others to buy into that vision and work toward achieving that vision."

4.10.1 Communication

Mr Pretorius promotes honest and transparent, two-way communication. During the interview, he emphasised the importance of being authentic and genuine when communicating. He believes that it is important for employees to trust the leader and feel confident enough to communicate with the leader. He insisted that this is only possible if the leader genuinely cares for the employees and values their input.

4.10.2 Positive organisational culture

During the interview, Mr Pretorius proposed a strong values-based organisational culture, which is built on mutual trust, respect, honesty, transparency, teamwork, exceptional achievement and values that put the client first.

Mr Pretorius insisted that instead of focusing on a strict compliance-based set of rules and regulations, these ethical values act as a framework, according to which employees are expected to conduct themselves. He also believes that these values ensure that employees are aligned with the organisational goals, and the ethical values attract and retain a certain type of employee, whose personality and behaviour is conducive to the prosperity and sustainable development of the organisation. He proposed that the framework creates a culture of cooperation and collaboration, if the leader can manage to convince employees to live these values.

Mr Pretorius explicated that in an ideal world, the magical power of a leader would be to inspire those around them with their dream. That leader would be able to convince everyone to work together towards a shared goal, to live according to the same shared values, and to get everyone totally committed to their leader. He explained that a leader can only do this by setting the perfect example, and endorsing values that are conducive to the organisational vision.

4.10.3 Effective decision-making and persuasion

Mr Pretorius indicated that leaders must be able to make effective decisions, by combining objective facts and rational thinking, with subjective emotions and appeals. He noted that good decisions require quality thinking, good communication skills, technical knowledge, the unravelling of complexity, development of perspective, and broadening of insight, to reach a good logical decision.

Mr Pretorius was adamant that leaders must be able to master the objective and rational side of decision-making, as well as the subjective and emotive side. He explained that the objective and rational side enables leaders to make good strategic decisions, and convince employees of the credibility of the decision, based on the facts available to them. However, he supplemented that good leaders need to be charismatic, inspiring and emotive in order to mobilise employees, by creating the motivation, excitement and inspiration required to perform optimally toward achieving organisational goals. Mr Pretorius added that in some cases, leaders need to be dreamers, and even naïve optimists, who can envision a future beyond the status quo, and inspire others to buy into that vision, and achieve something out of the ordinary.

He noted that leaders could have the best clinical ideas, but without inspiration and excitement, they will have no significant effect on the motivation of employees. It is his opinion that leaders need to create a sense of urgency and excitement, by being emotive and charismatic about the vision and objectives of the organisation.

Furthermore, Mr Pretorius explained that good decision-making is a combination of good research, analysis, consultation, observation, experience, utilising internal and external expertise, and finally and most importantly, intuition or gut feeling. Mr Pretorius is of the opinion that intuition is embedded in everything that is learned and observed, and that gut feeling is based on all this inherent and tactical knowledge. He added that experience is fundamental in making effective leadership decisions. Nevertheless, Mr Pretorius warned that relying on intuition and gut feeling, without experience and knowledge, is both naïve and dangerous.

4.10.4 Morality and leadership

Mr Pretorius noted that leaders of large organisations have a large responsibility to behave ethically, and ensure that their organisations conduct business ethically. He remarked that large organisations have a significant impact on many people's lives, and on the societies around them. He added that to behave ethically is not only the socially responsible thing to do, but that it also makes business sense from a long-term perspective towards sustainable development.

Mr Pretorius indicated that morality and a genuine interest in the well-being of your employees, is essential for great leadership. He noted that leaders, who are egocentric and have a sense of personalised power, as opposed to socialised power, will not be able to lead

in a sustainable way. To him, leadership must have an ethical foundation in order to be sustainable.

He also added that shared values, based on good business ethics, shape behaviour to the extent where rules and regulations become irrelevant. He proposed that leaders focus on ingraining the shared values in the hearts of the employees, and attaining their engagement and commitment, rather than focusing on compliance-based rules and regulations. He suggested that once employees work beyond compliance out of loyalty and commitment, they will perform optimally. Such a culture is based on mutual trust and respect, honesty, transparency, teamwork, exceptional achievement, and values that put the client first.

4.10.5 Courage

Mr Pretorius mentioned the importance of courage in leadership. Firstly, he noted that leaders are people who are willing to accept the responsibility, as well as the risks and challenges that accompany it.

Secondly, he revealed that leaders are often put in difficult situations, where they have to perform an unpleasant task, or make a decision without having proof that it is the right one. He explained that leaders cannot live in doubt and hope, and wait for the answers; leaders must gather their courage to make difficult the decisions, in a timely and effective manner.

Thirdly, he noted that leaders need the courage to implement their decisions and visions. He explained that leaders can have all the right aspirations and ideas, but without the courage to execute those plans effectively, the plans do not mean much.

4.10.6 Self-knowledge, critical thinking and continuous reflexion

Mr Pretorius indicated that good leaders need to have an accurate self-awareness. He proposed that they constantly reflect on their behaviour and achievements, in order to ensure that they are always developing and moving closer to their goals and vision. He promoted self-reclamation and critical thinking of the leader's role. He advocates the importance of self-awareness and critical thinking because he believes that without reflecting on experiences, very little learning will stem from it. He subsequently sees continuous introspection and reflection as prerequisites for effective leader development. He insists that leaders should continuously learn from their experiences, and continue developing.

4.10.7 Credibility as a leader

Mr Pretorius alluded to the fact that leaders can only mobilise people around a vision or goal, if they have influence. According to him, influence is gained through the example set by the leader, and the behaviour that employees observe; character, as well as performance. He explained that leaders need credibility in order to have significant influence. In his opinion, results are very important. He believes that employees will not take their leaders seriously without results, no matter how nice they may be; credibility is important.

4.10.8 Unlocking human potential

Mr Pretorius emphasised the important role of the leader in unlocking and tapping into the potential of their employees. He explained that people seldom get the chance to perform at their full potential. He explained that leaders should use their knowledge of their employees, and allow them the necessary freedom to perform to their full potential in an area that optimally harnesses their strengths.

In addition, he stated that leaders are required to focus employees' intelligence, attention, and energy on achieving organisational goals. He explained that people should work together for shared goals.

4.10.9 Team work and socialised power

Mr Pretorius indicated that another important role of the leader is succeeding in getting people to work together toward a shared vision or goal. He explicated that the different departments of the organisation should work together like one team.

Mr Pretorius uttered that teamwork plays an extremely important role in the effectiveness of a leader. He noted that leaders need team members, who have a different set of skills and knowledge, which complement theirs, and that the leader must get the different members to work with them. He added that it is beneficial to have a diverse team of people, but that it is imperative that they have shared values and are committed to the vision of the organisation. He maintained that when teams are diverse, there is little place for ego; people should have a socialised approach to power, and focus on what is best for the organisation.

4.10.10 Leading by example

As an holistic thought on leadership, Mr Pretorius stated that great leadership requires vision for inspiration, shared values for teamwork, shared goals for focus, and deserving engagement by serving others. He noted that great leaders have the engagement of

employees, which subsequently leads to their commitment. According to him, great leadership is the ability to get people to engage and commit to the organisation, and subsequently, voluntarily give their time, effort and knowledge to the organisation, in an attempt to achieve organisational objectives.

He claimed that this engagement and commitment is achieved by being a good role model, who inspires their employees by setting the perfect example, and investing a lot of time and effort in those employees. Furthermore, he explained that leaders require absolute trust from employees; trust in them as a person, and also trust in their competence to lead the organisation to perform optimally. This trust is also achieved by leading by example, and displaying the desired behaviour expected from your employees. He also emphasised that it is important for leaders to live the organisational culture, and be 100% consistent in their words and actions. He noted that leaders should have sound moral intelligence, and use that to set an impeccable example.

4.10.11 Inspirational vision and shared values

Mr Pretorius explained that an important responsibility in leadership is to establish an inspirational vision for the organisation, as well as values that will bring employees together and inspire them to work for a collective goal. He is of opinion that shared values determine behaviour, and that these values should be built and cultivated around the organisation's vision. He also indicated that leaders must be able to visualise the future, and convince others to buy into that vision and work hard toward reaching it. He argued that such visionary leadership requires imagination, ambition and the acceptance of responsibility.

He stated that through the development of a vision and strategy, leaders provide direction to the organisation. Nevertheless, he noted that the vision and strategy would only be successful if the leader has influence. In his opinion, leaders gain influence and credibility through the example that they set, and the subsequent way in which people perceive them, as well as their results.

4.2.11 Participant 11: Louis van der Watt

Louis van der Watt serves as the chief executive officer of the Atterbury Group. He is one of South Africa's most successful entrepreneurs and has received several entrepreneurship awards. Atterbury group was founded in 1994 in Pretoria with its main focus on developing retail centres and commercial buildings. Today it employs more than 100 people from a variety of professions.

The interview with Mr van der Watt was very interesting and pleasant. We met in the boardroom of the Atterbury Main Building. The room was devoid of noise and distraction. The interview elucidated that Mr van der Watt is a very intelligent and efficient leader. His knowledge of, and knack for the environment in which he operates is remarkable and clearly a source of his competitive advantage. Mr van der Watt has a very simplistic approach to leadership: he invests in his people in an attempt to get them to invest in the organisation. He has a few very simple rules with regards to his leadership approach, which he executes very efficiently. His passion for his business and its people is very apparent.

In addition, his no-fuss leadership style, combined with an intimate understanding of his employees and how to unlock their potential, are arguably two of the distinguishing factors that make Mr van der Watt such a successful leader and businessman. He believes that it is vital that all his employees correspond with the culture and values of the organisation. Table 4.11 tabulates the themes that emanated from the constructs elicited during the interview with Mr Louis van der Watt.

Table 4.11

Themes stemming from Personal Constructs: Participant 11 (Louis van der Watt)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Unlocking human potential	The ability to unlock potential and empower employees to perform optimally.	"You need to put people in positions that are natural to them." "You should let people focus on their strengths."
2	Performance beyond compliance	The ability to get employees to perform beyond what is required of them.	"Our people are loyal to the company because they enjoy working here, and have a stake in the company." "You will see people working until eleven at night because they want the projects to be a success, because at the end of the day, it is their projects."
3	Effective decision-making and persuasion	Combining facts and emotions to make effective decisions that have the support and	"A wrong decision is still better than no decision." "Sometimes you make a wrong decision, but you work so hard at it to make it work that it becomes the right decision."

		commitment of employees.	"The executive committee and I will make a decision, and then convince the rest of the organisation that it is the best decision, and get them to commit to making that decision work."
4	Know your people	Knowing your organisation and its people so well that you know exactly where each employee will perform optimally.	"All the people who work for us are rather similar and have shared values and aspirations." "With experience, you know exactly what people you need in what positions." "Everyone has something in common, and that is brilliant common sense and complete loyalty to the company." "We do not care too much for qualifications, people need to have good common sense and be placed in a position where they perform optimally, regardless of their qualifications." "If you want to run a company you need to have excellent people knowledge."
5	Aligned vision and shared values	The ability to inspire and bring people together to work toward achieving a common goal.	"That is the goal of the leader; to convince others. I had to convince them that this will be the best for all of us."
6	Strong team	Ensuring you have a strong team at the top, who can help you with difficult decisions.	"The company's strengths lies totally with its people."
7	Socialised power approach	Always putting the interests of the organisation above personal interests.	"At the end of the day, the guy with the ego will have made some money, but his business will not have made it and then he will have no satisfaction." "Doing what is best for the company is the only way that is sustainable."
8	Empowering culture	Cultivating a culture of co-ownership and autonomy, where employees are inspired to work beyond compliance.	"You cannot have entrepreneurship if you do not have ownership; we therefore give the employees ownership, in order to motivate them." "We give most of our employees shares in the business to make them part of the business, which motivates them because it is now also their company." "People enjoy working for us; we are a group of similar people who enjoy working together and creating wealth together."

4.2.11.1 *Unlocking human potential*

Mr van der Watt spoke highly of common sense, arguing people must be in the right position for them to reach their optimal potential, regardless of their qualification. He acknowledged that it takes an intimate understanding of people, and the organisation, to understand where people fit in the organisation. He attributes this ability to experience with people and the industry, as well good gut feeling or intuition.

He believes that people should be allowed the freedom to express themselves, and harness their strengths. Nevertheless, he insists that people can only do this if they are in a position that compliments their potential, and if they have the freedom and responsibility to develop that potential. This reiterates the importance of understanding the employees, as well as the intricate functioning of the organisation.

Mr van der Watt explained that there are different types of people in an organisation; those who are very good at technical aspects, and those who are very good with common sense. He continued, stating that only every so often someone comes along, who is good with both. He indicated that it is the leader's responsibility to distinguish between these individuals and place them in a position that harnesses their strengths, and avoids their weaknesses. He stated that the leader should place employees in positions that use their natural abilities. He believes that it is much easier to teach someone new skills, than it is to change that person. Mr van der Watt explained that the key is in knowing which person fits where. He argued that this knowledge comes with experience, and a deep understanding of the organisation. Over and above that, regardless of their ability, employees have to fit with the organisational culture and values.

Mr van der Watt proposed appointing employees on a three-month probation period, during which both the employer and the potential employee will have an opportunity to uncover whether they are well-suited for the organisation's culture, values and vision. After the probation period, a permanent appointment decision is made.

4.2.11.2 *Performance beyond compliance*

Mr van der Watt explained that he does not motivate his employees with rules or salaries, but rather with intrinsic motivation in the form of job satisfaction, a sense of achievement, and ownership in the organisation. He illustrated that his employees work harder than the minimum, because they are loyal to the organisation, they enjoy working there, and because they have a stake in the prosperity of the company.

4.2.11.3 Effective decision-making and persuasion

Mr van der Watt explained that great leaders must be able to make good decisions effectively. He indicated that leaders must be able to make decisions in a timely manner, while there is still a gap in the market. Mr van der Watt mentioned that it is important for a leader to be able to make important decisions, even if it those decisions are not completely correct at the time. It is his opinion that a wrong decision is better than no decision at all. He proposed that leaders use their experience and common sense to make decisions, and once the decision has been made (right or wrong) they should invest all their efforts to make that decision successful. He endorsed this philosophy of leading by example, by being assertive and making important decisions with confidence and determination, as well as by allowing employees the freedom and autonomy to make decisions.

Mr van der Watt encouraged his employees to take risks and make important decisions. He cultivates a culture where people are encouraged to try things and be innovative, given that they do so responsibly and use their well-developed common sense. Mr van der Watt admitted that he would rather work with someone who makes the wrong decision, but devotes all their effort in making that decision a success, than work with someone who lacks the assertiveness and confidence to make any decisions.

Holistically, he contended that whatever decision is made, the important thing is that once it has been made, the leader should devote all their efforts in an attempt to make a success thereof.

Mr van der Watt also alluded to the fact that leaders should not over-analyse the situation in which the decision must be made. Instead, he explained that leaders have enough experience and knowledge to make good decisions based on their gut feeling. He noted that a good decision is one where the leader can envision the future, and their gut feeling confirms their idea. Nevertheless, he did warn that gut feeling should be based on experience and knowledge of the environment. He also noted that leaders should always keep to their strengths and focus on those things that they are good at.

4.2.11.4 Know your people

According to Mr van der Watt, it is extremely important to understand people, and know where their potential lies. He explained that qualifications are not very important to him, and that employees should have good common sense and work in a position that enables them to perform optimally. He noted that experience, as well as a good understanding of people and

the business, enables the leader to make out which employees would perform optimally in different positions.

Mr van der Watt indicated that all his employees are rather similar, and have the same values and aspirations. This makes it easy for him to manage and motivate them, and it also makes it easier for everyone to work together. Shared values and a shared vision are evidently important to Mr van der Watt, and he endorses these values and the vision, by only selecting people who will fit in with the culture of the organisation. He also leads by example and is an excellent role model and champion of the organisational values.

4.2.11.5 Aligned vision and shared values

Mr van der Watt emphasised that the employees in the organisation should share the same values and vision. He explained that everyone in the organisation should be similar in their values and vision, which subsequently supports cooperation and teamwork. He also noted that all employees are shareholders, and that the accompanied ownership ensures complete loyalty and commitment to the organisation. His approach to shared values and vision is simple: firstly, he only considers people who will fit in with the culture and values of the organisation, and secondly, he considers their technical competence.

Mr van der Watt explained that it is the leader's responsibility to convince the employees of the values and vision of the organisation, and inspire them to buy into, and commit to the vision and values of the organisation. He acknowledged that he only employs people who he is sure will fit into the culture, and respect the values of the organisation, which makes it easier to convince them to trust, and commit to the organisation. In addition, he illuminated the fact that leaders require good logical arguments in order to convince others of their vision.

4.2.11.6 Strong team

Mr van der Watt acknowledged the importance of having a strong team of individuals, to help him run the organisation. He explained that his team is diverse in terms of skills and competencies, but are also very similar in terms of values and ideas about managing the business. He explained that he prefers his team members to be alike, and from similar backgrounds and frames of reference, as it makes it easier to work together. He explained that there must be a degree of diversity, in order to attain a variety of perspectives, but that he does not compromise on the premise that all his members must have the same values and vision for the organisation.

He explained that it is important for a leader to know their team, and to know who to listen to, and when. He noted that leaders must be aware of the strengths and weaknesses of themselves, as well as their team, in order to complement and support one another, and to work as an aligned unit.

He acknowledged that although he values the input of his team and thoroughly considers their contributions, he still takes the onus on himself to make important decisions, as he is the one who will be held responsible for the outcome of the decisions. He added that there are a few selected individuals in the organisation, whose inputs and opinions he values highly. He continued, admitting that he will implement a decision based on their approval, and later convince the rest of the organisation to buy into that plan and make the best of it. He noted that the convincing is easy if the argument is logical and credible, and if the leader is perceived as credible and trustworthy. He explained that the leader becomes credible through their achievements, and by always being trustworthy and authentic.

4.2.11.7 Socialised power approach

Mr van der Watt emphasised that leaders should always act in the best interests of the organisation, above their own personal interests. He noted that personalised power is short-sighted, and will not promote sustainable development of the organisation. He encourages all employees in his organisation to always act in the organisation's best interest, by explaining to them that they will benefit from the prosperity of the organisation, in the long term – on a financial and emotional level. On an emotional level, he refers to a sense of achievement and the satisfaction of being part of a winning team. It is his opinion that socialised power is sustainable.

Mr van der Watt also indicated that in such an organisational culture, there is no place for egos, and people who constantly want to prove a point that they are superior to others. During the interview, he proposed that all people in the organisation should focus their attention on what is best for the company, allowing and helping those around them to develop and improve. He succeeds in getting employees to have a socialised power approach, by convincing them that what it best for the company, is also best for them in the long term. He also attempts to be a good role model and always act in the company's best interest, rather than for immediate personal gain.

4.2.11.8 Empowering culture

Mr van der Watt endorses a culture of co-ownership and hard work. During the interview, he argued that employees should feel responsible for the prosperity of the organisation, and by giving them shares in the organisation, motivating them invest all their efforts into the growth of 'their company'. He noted that giving employees shares in the organisation when they start working there, gives them the impression that they owe the company. This feeling of debt establishes a feeling of commitment to the company, which is why employees subsequently devote extra time and effort to its success. To Mr van der Watt, loyalty is very important. He explained that employees, who are loyal to the company, will dedicate extra time and effort to the organisation. Mr van der Watt attains employee loyalty by giving them ownership in the organisation, and investing time and money in their well-being and development.

He emphasised the importance of elucidating the connection between their efforts and the rewards that stem from their performance, to employees. Mr van der Watt has a very strong and simple merit-based approach to remuneration, which enlightens the employees as to why they earn as much or as little as they do. He explained that this merit-based approach is a very effective motivator, because people get recognition for their efforts, regardless of how old, or how senior they are within the organisation. He explained that this motivates them, and those around them, to work even harder.

 Mr van der Watt clarified that he endorses this culture by setting a good example, showing employees that working hard and always doing what is best for the company, is desired. However, he noted that the main driving force behind the organisational culture is not money, but rather the fact that people enjoy working for the company. He explained that his employees are a group of similar people, with the same values and aspirations, who enjoy working together and creating wealth together. It is his opinion that the satisfaction and sense of achievement from working there, causes his employees to work harder than is expected of them.

4.2.12   Participant 12: Johan van Zyl

Dr Johan van Zyl is Chairman of African Life Assurance Company Limited. He is Group Chief Executive Officer of Sanlam Limited in Cape Town since 2003. He is Chairman of Sanlam Investment Management and Director of Santam Limited in Cape Town. He was also Vice-Chancellor and Principal of the University of Pretoria (1997-2001).

The interview illuminated that Dr van Zyl is an extraordinary person, and a truly great leader. His strategic ability to envision the future and get his organisation to collaborate to achieve that vision, is inspiring. He places a lot of emphasis on simple business models, which help him make strategic business decisions. Table 4.12 tabulates the themes that originated from the constructs elicited during the interview with Dr Johan van Zyl.

Table 4.12

Themes stemming from Personal Constructs: Participant 12 (Johan van Zyl)

No.	Themes from Personal Constructs	Description	Supporting quotes
1	Positive organisational culture	Cultivating a culture that endorses the values and vision of the organisation.	"The culture is the foundation of the business; the right culture is the first step to a successful company." "We went from a culture where we told them what to do, to one where they tell us what they need and we then support them." "We broke down the bureaucratic structure and changed it into a much more organic structure." "It is part of our culture. Everybody knows we measure performance on return on capital."
2	Shared values and goals	The ability to inspire and bring people together, to work toward achieving a common goal.	"Our things were never aligned, and we needed to align all our different functions in order to survive." "I can see the future and I know how to get there, the difficult part however is to get the people behind me." "Everybody knows what is expected of them."
3	Effective decision-making and persuasion	Making good strategic decisions through good planning and execution agility.	"As the leader, you are a lot like a referee; you make the rules and you ensure that your employees play by those rules." "Not all people can see the future. You need leaders to see the future." "The business is like a tree you have to trim. You need to cut the old branches so that the young ones can grow."
4	Know your people	Understanding what motivates people in order to optimise their	"You have to know your people, and what people will function best in which position."

		performance.	
5	Courage	The ability and willingness to make difficult decisions when you do not have all the facts.	"It is tough decisions. It is not easy to let more than a thousand people go."
6	Know your environment	Having in-depth knowledge of your environment as a key enabler of effective decision-making.	"In order to make good decisions, you have to know your environment." "Our team have been doing this for more than ten years."
7	Maintaining a long-term approach	Always considering the long-term implications of considerations, and making the responsible decision.	"The thing that caught us was year-to-year planning, instead of looking at the situation in the long term." "Long-term planning is much better because it ensures that every activity you embark on brings you closer to the vision."
8	Communication	Continuously interacting with your team and your employees, as a means of ensuring cooperation.	"I talk and walk around, and ask questions, and let people ask me questions, and communicate in every way I can to convince people to come with me." "That is my job. I am like an evangelist of the organisation's gospel."
9	Team work and socialised power	Acknowledging the importance of teamwork and ensuring socialised power, which benefits the organisation.	"We have a very specific set of goals that we agree on with our employees, and if they do not comply with those goals, we make sure that we get rid of them very quickly." "We put the focus on the people."

4.2.12.1 *Positive organisational culture*

Dr van Zyl explained that a strong organisational culture is the foundation of a successful company. He indicated that it is the leader's responsibility to cultivate a culture that is conducive to the vision and objectives of the company. He added that organisational culture is the main motivator of behaviour, and that it is the leader and his top management's responsibility to cultivate that culture, by leading with impeccable example and creating awareness and a sense of urgency around the culture. Dr van Zyl noted that he cultivates culture through his own behaviour, continuous communication, rewards and punishment for behaviour, empowering those who live and promote the organisational culture, and by replacing those who do not.

Dr van Zyl proposed an empowering culture, where employees are allowed the freedom and autonomy to make important decisions and be innovative. He believes that it is important to give employees the opportunity to grow and develop, and therefore afford them the opportunity and the resources required for them to reach their potential.

In addition, Dr van Zyl explicated that for a culture to succeed, employees should be compatible with that culture. Dr van Zyl proposed that all employees, who do not share the organisation's values and vision, should be replaced with new people who better fit into the organisation. He made it clear that shared values, and commitment to organisational culture, are two very important aspects of cultivating a successful organisational culture.

4.2.12.2   Shared values and goals

Dr van Zyl explained that the organisation has very specific goals and values, and employees who do not reach these goals, or comply with the values, must be replaced as hastily as possible. He emphasised the importance of all employees buying-in and be committing to the values and vision of the culture. He added that they should align their performance with that of the organisational objectives.

Dr van Zyl also explicated that a vision and shared values cannot simply be explained logically, without some sort of persuasion. He noted that in order to cultivate the organisational culture and embed the values into the employees' operating conscience, they must be continuously communicated and stressed. He stated that the leader should create inspiration and hope about the vision and values, and create a sense of urgency and awareness regarding the implementation thereof.

4.2.12.3   Effective decision-making and persuasion

Dr van Zyl explained that in order to make effective strategic decisions, leaders must have a very good understanding of the arena in which they operate. They should be assertive and make timely decisions. Leaders must know when to buy and when to let go.

He explained that the organisation is driven by a culture of performance, and that people and departments are rewarded for their performance in terms of return on capital. He noted that in order to make good strategic decisions, a leader must understand their business well enough to know where to invest more money, and where to invest less money. He attributes the ability to make these decisions to experience, gut feeling, good timing, good quality research, and a strong team of people, who can help the leader scrutinise the information. He stated that

in most cases, it is easy to determine the ultimate direction of the organisation by looking at competitors – especially competitors in the global economy.

With regards to persuasion and getting employees to commit to a new vision of plan, Dr van Zyl proposed that leaders acquire a good idea, which is communicated logically to their audience, complemented by good timing, sufficient good-quality research, and a bit of luck.

4.2.12.4   Know your people

Dr van Zyl indicated that it is very important to have a good understanding of the people in the organisation. He mentioned that it is vital that people be placed in the right positions, especially those in senior positions, so that they can perform to their full potential. He explained that different people have different competencies, and that leaders should understand where employees would be best suited in the organisation. If they fail to correctly match the employee to their optimal position, it could have a negative effect on that employee, as well as those around them.

4.2.12.5 Courage

Dr van Zyl acknowledged that leaders are faced with very difficult and high impact decisions, on a regular basis. However, he noted that leaders need to be as objective as possible, and consider the facts when making decisions. He argues that leaders should not let emotions influence sound strategic decision-making. In his opinion, good leaders are able to envision the future, and those who have the courage to make decisions without having all the facts; those who can follow through with those decisions and make them successful.

4.2.12.6 Know your environment

Dr van Zyl explained that in order to lead an organisation effectively, leaders must have a very comprehensive understanding of their environment. They should understand exactly where value is added, and where the gaps and blockages are in the environment. In addition, he noted that leaders should use this knowledge to make the right decisions at the right time. He argued that leaders must be able to make decisions quickly. He referred to execution agility as a key enabler of good strategic management. In his opinion, leaders should trust their gut feeling, in conjunction with their extensive knowledge of their environment, and the help of others, to make decisions as quickly as possible. He stated that leaders should also accept the consequences that stem from those decisions.

4.2.12.7 Maintaining a long-term approach

Dr van Zyl advocates a long-term approach to managing business. He is a firm believer that all actions must contribute to the vision of the organisation and enhance the sustainable development of the organisation. For this reason, he proposed during the interview that the organisation should constantly evaluate which aspects of the business are moving closer to the vision, and which are not. Those aspects that are not conducive to the long-term prosperity of the organisation should be replaced by new and fresh endeavours. He alluded to a situation in which they had decided to do annual planning, instead of long-term planning. According to him, the situation had lead to negative outcomes.

4.2.12.8 Communication

Dr van Zyl indicated that one of his most important tasks is to envision the future, and convince people to commit to endeavouring that vision to the best of their abilities. He explained that communication is the most vital tool in achieving that objective. He stated that he communicates as much as possible, and tries to convince every employee of his vision. He communicates by talking a lot, seeing all the different people in the organisation, asking questions, answering questions, organising seminars and information sessions and continuously creating awareness of the organisation's vision and values. He explained that he is like an evangelist, whose task it is to spread the gospel of the organisation and convince people which way is the best to go.

4.2.12.9 Team work and socialised power

Dr van Zyl acknowledged that he is very dependent on a strong team of executives, who not only help him make important decisions, but also help him gather the necessary information to make those important decisions. He emphasised the importance of agreement among the members of this team, insisting that they all have exactly the same vision and understanding of the company's goals, culture and values.

4.3   Second-order themes

The themes that have emerged from the interviews conducted with 12 prestigious CEO's, are consolidated in table 4.13, to form 11 second-order themes. The second-order themes have been constructed by scrutinising the first-order themes for commonalities in the subject matter (as derived from the participants' 'stories'); where after the first-order themes with similar meanings have been reconciled, to form broader thematic categories, referred to as second-order themes. Table 4.13 illustrates this reconciliation.

Table 4.13

Conversion from first-order to second-order themes

First order themes	Frequency[3]	Second order themes[4]
Lead by example	P1, P6, P7, P9, P10 (5)	Leading by example(Role modelling) (6)
Living the organisational values	P6 (1)	
Positive empowering culture	P1, P4, P5, P7, P8, P9, P11, P12 (8)	Cultivating an empowering culture, characterised by participation, socialised power approach, and collective efforts (22)
Motivation through support and commitment	P1 (1)	
Socialised power and team approach	P1, P4, P5, P6, P10, P11, P12 (7)	
Inclusive approach	P2 (1)	
Creating a growth-oriented learning culture	P4 (1)	
Taking good care of employees	P7 (1)	
Unlocking human potential	P10, P11 (2)	
Performance beyond compliance	P11 (1)	
Responsibility and accountability	P1, P2, P4, P9 (4)	Showing courage to make difficult decisions, take responsibility, and accept accountability for one's actions (14)
Courage to make difficult decisions	P1, P2, P3, P4, P5, P9, P10, P12 (8)	
Dealing with resistance and living with fear	P6 (1)	
Trusting yourself	P6 (1)	
Trust and respect for others	P1 (1)	Attaining and maintaining credibility, based on integrity and competence (12)
Maintaining credibility	P1, P10 (2)	

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[3] In the frequency column, the particular participant who uttered the theme is indicated by coding them P1-P12 (Participant 1 to Participant 12) and the number in brackets represents the frequency of similar responses.
[4] The number in brackets in the second-order themes column, indicates the number of times the theme emerged in all of the interviews.

Realism and self-awareness	P1, P9, P10 (3)	
Humility	P1 (1)	
Transparency	P2, P9 (2)	
Situational leadership	P2 (1)	
Integrity and credibility	P4, P5 (2)	
Promoting strong moral values	P3, P7, P10, P11, P12 (5)	Ethical, values-based leadership (6)
Values and ethics	P8 (1)	
Strong Teams	P2, P3, P5, P6, P7, P8, P9, P11 (8)	Strong team leadership (8)
Communication	P2, P3, P4, P5, P7, P8, P9, P12 (8)	Open Communication (8)
Sound strategic decisions	P1, P2, P3, P4, P5, P8 (6)	Strategic decision-making and execution (12)
Informed decision-making	P2 (1)	
Making decisions based on merit	P2 (1)	
Effective decision-making	P7, P10, P11, P12 (4)	
Sustainability and long-term decisions	P2, P4, P5, P6, P7, P8, P9, P12 (8)	Maintaining a long-term approach toward sustainable development (8)
Understanding your people	P2, P3, P8, P9, P11, P12 (6)	Attempting to understanding the people, and the organisation (10)
Know your organisation	P3, P5, P6, P12 (4)	
Creating and maintaining a shared vision	P4, P7, P8, P9, P10, P11 (6)	Creating and maintaining a shared vision and a shared goal (8)
Selling a good story	P6, P10 (2)	

4.4   Integration

The data obtained from the repertory grid interviews, conducted on the sample of prestigious CEO's, is tabulated in this chapter. The tables consist of the prominent themes that emerged from the interviews. The tables are supported by explanations of the 'stories' provided in the interviews. These first-order themes are scrutinised and condensed into 11 second-order themes. These 11 second-order themes are discussed and corroborated with relevant literature, in the following chapter.

CHAPTER 5

INTERPRETATION AND SENSE-MAKING

5.1 Introduction

The aim of this chapter is to discuss the results obtained and reported in Chapter 4. The researcher has gained an understanding of the various participants' mental models, pertaining to effective leader behaviour. These utterances are holistically scrutinised and corroborated by a literature control, in this chapter. Each of the second-order themes are discussed and compared to relevant literature on leadership behaviour.

The interviews were conducted to gain a better understanding of the critical leader behaviour in the emerging South African economy. The eleven second-order themes that emerged from the interviews are as follows:

1. Leading by example;
2. Cultivating an empowering culture, characterised by participation, socialised power approach, and collective efforts;
3. Showing courage to make difficult decisions, take responsibility, and accept accountability for your actions;
4. Attaining and maintaining credibility, based on integrity and competence;
5. Ethical, values-based leadership;
6. Strong team leadership;
7. Open communication;
8. Strategic decision-making and execution;
9. Maintaining a long-term approach toward sustainable development;
10. Attempting to understand the people and the organisation; and
11. Creating and maintaining a shared vision and a shared goal.

Themes are interpreted and corroborated with literature in an attempt to come to a more accurate understanding of critical leader behaviour in the emerging economy. This is an attempt to understand, and hopefully manage, leader behaviour more effectively. This notion is based on the premise that if leaders understand which leader behaviours are critical in the emerging economy, they can align their behaviour with these identified behavioural themes, and hopefully improved their own behaviour, as well as the behaviour of their followers, by

being good role models and setting good examples. Considering social learning theory, as explained in Chapter 2, it is expected that improved leader behaviour will also lead to improved employee behaviour, which would arguably lead to increased organisational effectiveness.

5.2 Interpretation and sense-making of themes

This section provides an interpretation of how the researcher comprehends the themes as provided by the 12 participants. The researcher's comprehension is supplemented by relevant leadership behaviour literature.

5.2.1 Leading by example

P1, P6, P7, P9 and P10 indicated that leading by example is an important part of effective leadership. They are of the opinion that leaders can inspire and motivate desired behaviour by exhibiting the behaviour that they want employees to exhibit. This can be achieved through their own activities and interactions with employees. The CEO's noted that the leader's own behaviour should be a source of guidance, encouragement and motivation for employees.

Den Hartog, Van Muijen and Koopman (1996) and Schein (2010), confirm that one of the most important ways in which leaders can build and maintain desired cultures (and inherently so behaviours), is by signalling and supporting important cultural values and behaviours, through their own daily activities. Yukl (2013) supplements this notion, stating that "a person who is well liked and admired can have a considerable influence over others by setting an example of proper and desirable behaviour for them to imitate" (Yukl, 2013, p. 204). Schein (2010) and Daft (2011) argue that followers learn desired behaviour in an organisation, by taking note of the attitudes and behaviours that leaders pay attention to and reward, how leaders react in times of crises, and whether the leaders' behaviour is consistent and matches the espoused organisational values.

Schabracq (2006) insists that the attitude of the leader plays an important role in leadership. The contagious nature of attitudes enables leaders to act as strong role models. Schabracq (2006) is in agreement with the social learning theory of Bandura (1997), which states that people learn behaviour by looking at desirable and superior others, and responding by imitating or simulating those behaviours or attitudes. For these reasons, leaders' attitudes, and visible behaviour are powerful tools for influencing the motivation and behaviour of followers. This places a grave responsibility on leaders, to live the values and all forms of

conduct that they expect from their employees. This is important, as good behaviour will be imitated, and so too will bad behaviour if it is displayed by the leader. Leaders should therefore be wary of their modelling function, and ensure that they convey the right message. They should be consistent in their actions and words, and do so clearly and visibly (Schabracq, 2006). Yukl (2013) advises that leaders act as champions of desired behaviour, and set an impeccable example that not only shows employees what behaviour is desired, but also inspires them to be more ethical and productive. In order to increase the effectiveness, these behaviours should be energetic and show clear intent. Conveying desired behaviour with heightened energy, sends a more vivid message (Schabracq, 2006). Clear intent refers consistency and meticulousness in one's attitude, and also refraining from showing mixed objectives of restraining oneself too much. Is also includes showing a clear focus, purpose, determination, certainty and optimism (Schabracq, 2006).

Nevertheless, Kouzes and Posner (2011) note that in order for leaders to be good role models, they must be wary of the behaviour that they want to exhibit, and consistently act out those behaviours. They argue that leaders should know what they are doing, and have the experience and training to do so. In addition, they should have the confidence to actively and visibly act out the values and behaviour that they expect from their employees. Rossouw and van Vuuren (2010) note that in order for behaviour to become part of a culture, it needs to be ingrained into the operating conscience of the employees. This is achieved by continuously and intensively creating awareness of the desired behaviour. Leaders can do this be actively acting out desirable behaviour, and communicating to employees why they behave as such. Schabracq (2006, p. 218) agrees with this notion of consistency and repetition, and advocates "displaying the position one wants to display time after time in all relevant situations." In addition, it is important to have a convincing story to supplement these ideal behaviours. An inspirational story, idea or vision, including a few catchy metaphors if possible, acts as a self-fulfilling reality and indicates action guidelines (Schabracq, 2006).

Waldman and Yammarino (1996), in Yukl (2013), contributes that the influence process of role modelling, used to explain how a CEO can indirectly influence the motivation of lower-level employees in an organisation, is called cascading. Cascading is the process whereby the behaviour of the CEO is imitated by subordinates, and role modelling is repeated by managers at each lower level. However, there is very limited evidence of cascading of leader behaviours (Yukl, 2013). There is reason to believe that cascading will have a positive effect

on employee behaviour, if supplemented by a credible strategy, programmes, reward systems, and cultural values that are conducive to the desired behaviour (Yukl, 2013).

5.2.2 Cultivating an empowering culture, characterised by participation, socialised power and collective efforts

P1-P12 all agree on the importance of cultivating an organisational culture that is conducive to the vision and strategy of the organisation. Although there are some differences in detail on exactly what a good organisational culture should be, they all agree that culture should be positive, aligned with the vision and strategy of the organisation, and should focus on empowering employees, by taking on a positivistic and growth-oriented approach. All the CEO's emphasise the importance of investing in employees, and attempting to unlock their potential to allow them to reach their full potential. All deem it important that employees should find joy and meaning in what they do, and that work should be a satisfying and rewarding experience, rather than a mere compliance exercise to receive payment at the end of each month. They also promote a socialised approach to power, which encourages all employees and leaders in the organisation to always put the organisation's needs above their own.

Literature corroborates these beliefs. Various scholars agree that a strong and healthy organisational culture, which is aligned with the values, vision and strategy of the organisation, will increase organisational effectiveness (Collins, 2001; Daft, 2011; Gill, 2011; Rossouw & Van Vuuren, 2010; Schabracq, 2006; Sims & Brinkmann, 2002; Van Aswegen & Engelbrecht, 2009; Yukl, 2013). Yukl (2013) and Daft (2011) agree that empowerment benefits organisations in that the increased power and motivation that stems from empowerment, expands employees' capabilities. This enables them to be more aware of, and involved in the vision and bigger picture of the organisation. It also benefits leaders in that empowered employees are able to better respond, and more quickly rise to the tasks and challenges they are confronted with. Empowered employees understand the value chain of the organisation better, and are therefore enabled to think and contribute on a more strategic and holistic level, over and above their normal operational duties.

To empower employees, leaders teach them why their jobs are important to the organisation's mission and performance, and provide them with the resources and support to contribute optimally to increasing performance, in an attempt to achieve the organisational mission. Daft (2011) proposes five elements that must be in place before employees can be truly

empowered to perform their jobs effectively: (1) employees should receive information about company performance; (2) employees should receive knowledge and skills to contribute to company goals; (3) employees should have the power to make substantive decisions; (4) employees should understand the meaning and impact of their jobs; and (5) employees should be rewarded based on company performance. These five elements are very similar to the elements mentioned by all the CEO's during the interviews.

In addition, Gill (2011) corroborates the CEO's utterances by stating that the following habits and/or attitudes can enhance organisational effectiveness: a strong belief in meritocracy, a very high tolerance for mistakes and failure, collaboration, risk orientation (allowing a lot of risk), change and growth orientation, opportunity and achievement orientation, and the sharing of wealth. Gill (2011) argues that a distinctive and strong organisational culture can be a source of competitive advantage for organisations. Gill (2011) identified other aspects, but they were not mentioned by the CEO's during the interviews. These additional aspects include: a tolerance of 'treachery' (tolerating losing employees to other organisations due to the talent-intensive business environment), re-investment (money that it made is ploughed back into the organisation, and an obsession with a winning product. Gill (2011) also agrees with the CEO's, that in order for culture to enhance organisational effectiveness, that culture should not only be strong, but it should also be positive in terms of the values supporting and informing the organisation's vision, purpose and strategies.

More specifically P1 and P2, refer to participation and collective effort as enhancers of healthy organisational culture. This concurs with literature. Literature describes participative leadership as the use of various decision procedures, which allow employees a degree of influence over the leader's decisions. Delegation is a fundamental part of participative leadership, which involves affording employees responsibility and authority. Yukl (2013) contends that participative leadership holds the following four potential benefits: high decision quality; high decision acceptance; high satisfaction; and more skills development. Considering these benefits, it is clear why these two leaders propose a participative leadership approach.

In addition, to participation, P4, P6, P10, P11 and P12 allude to the importance of socialised power, as a key enabler of healthy organisational culture. This is also in line with literature. Yukl (2013) describes socialised power motivation as a positive trait, where power is aimed at the benefit of others, rather than at personal gain. Yukl (2013) and Luthans, Norman and

Hughes (2006) state that socialised power is expressed by using ones power to build up the organisation, and make it successful. Socialised power in its ideal state is not egoistic or defensive, accumulates few material possessions, has a long-term approach, is willing to accept help and advice from others, and always has the well-being of the company at heart (Daft, 2011). Van Aswegen and Engelbrecht (2009) state that altruism, in the form of putting the organisation's and others' needs before one's own, is a form of transformational leadership that positively correlates with healthy organisational climate, and subsequently organisational effectiveness. Leaders with a socialised power motivation, empower their employees by making them feel valuable and responsible, do not overload employees with rules and regulations, and encourage a collective effort and sense of belonging.

Furthermore, P7, P8, P9 and P12 mention the importance of a positivistic approach to leadership, and making it part of organisational culture. These CEO's propose that leaders always focus on the positive aspects of a situation, and look for lessons to be learned and opportunities to be exploited, rather than spending time determining who has made the mistakes, why the mistakes were made, and so forth. A positive culture is one in which employees are allowed the freedom to take risks and make mistakes, and where the focus is always on making the best of any decision or situation. Luthans et al. (2006) define positive organisational behaviour (POB) as the translation and application of positive psychology in the workplace. POB is characterised by the constructs of hope, optimism, resiliency and self-efficacy. This corresponds with the constructs that the four abovementioned CEO's, noted during their interviews.

Ultimately the empowering culture explained in this section pertains to leading the organisation in a way that ensures the sustainable development of the organisation and its people. It is rooted in a genuine concern for the well-being of the employees, as well as a positive and optimistic approach to every challenge and situation that is presented to the leader.

5.2.3 Having the courage to make difficult decisions, take responsibility and accept accountability for one's actions

P1, P2, P3, P4, P5, P6, P9, P10 and P12 reference the importance of courage and an internal locus of control on effective leadership. These leaders explain that leaders operate in very high-pressure situations, where they are expected to make difficult decisions without having all the information required to make informed decisions. This type of decision-making

requires a lot of courage. These leaders note that leaders need not only be able to make difficult decisions, but also, and arguably more importantly, require the willingness to take the responsibility, risk and uncertainty that accompanies leading a large organisation. This theme consists of two sub-themes: (a) courage and confidence, and (b) accepting responsibility and accountability.

Courage and the confidence to make difficult decisions are clearly very important prerequisites of effective leadership. The willingness to live with a degree of uncertainty and fear that is associated with top leadership positions, is a scarce and amendable one. P6 quoted the following out of a book on leadership that he believes gives a good account of the stress and fear that top leaders go through:

> It can be very lonely at the top. The accolades and citations that attend supposedly great achievers generally imply limitless success and sustained spiritual euphoria. They never consider that: 'Here was a man who lived with a troubled mind, who experienced great doubts and who even survived periods of paralysing fear in perusing his goals. The price he paid cannot be recorded in the currency of any conventional balance sheet. It is measured, rather, in pervasive doubts, sleepless nights, deep frowns, frayed nerves, fractured relationships and a never-ending search for contentment'.

The quotation indicates that in order to lead large organisations, leaders must be willing and able to cope with the uncertainties and pressures of being in charge of such big organisations. This notion is in agreement with literature, which also takes cognisance that courage is a prerequisite to effective decision-making, and execution thereof, and thus effective leadership (Cottrell & Harvey, 2004; Kerfoot, 2012; Waiston, 2003). Kerfoot (2012) supplements this argument by stating that leaders need to be fully committed to their cause (organisational effectiveness) in order to accept the uncertainty, and find the courage to overcome the uncertainties, in an attempt to reach their objectives. Voyer (2011) and Daft (2011) propose that all of the important traits and skills that enable leaders to be successful, would be futile without courage. It is important to notice that "courage does not mean the absence of doubt or fear, but rather the ability to act in spite of them" (Daft, 2011, p. 161). Daft (2011) proposes that courage consists of the following: accepting responsibility, nonconformity and often going against the status quo, for the sake of the greater good, pushing beyond the comfort

zone and doing what is best rather than what is easy, asking for what you want and saying what you think, and fighting for what you believe.

Daft (2011) proposes that leaders can create courageous followers, by modelling courage in their own behaviour and by helping followers practise being courageous. However, courage is a deliberate act more than a spontaneous reaction. Leaders should therefore make a conscious decision to be more courageous, and in the process, inspire and support the followers to do the same (Daft, 2011). Nevertheless, Daft (2011) warns that courage should come with good ethics and a genuine concern for the well-being of the organisation. If not, courage may be confused with ignorance, apathy and heedlessness.

The second sub-theme is responsibility and accountability. Kouzes and Posner (2011) note that good leaders have a strong internal locus of control, and are willing to accept accountability for their actions and face the consequences that result from them. Accountability leads to trust, which leads to improved relationships, which leads to better collaboration and loyalty, which finally lead to sustained performance (Ulrich & Smallwood, 2013). Yukl (2013) states that because leaders, with an internal locus of control, believe that they are the masters of their own destiny, they take responsibility for their own actions, and more importantly so, for the performance of the organisation. Therefore, these leaders take a more future-oriented approach, and pro-actively plan to reach objectives. These leaders also take more initiative in discovering and solving problems, and are more confident and determined in their ability to influence people and reach objectives. Daft (2011) corroborates this argument, stating that taking responsibility gives leaders power and control over their own emotions and engenders respect from others.

5.2.4 Attaining and maintaining credibility, based on integrity and competence

All 12 participants reference the importance of credibility as a leader, at least once in their interview. These CEO's acknowledge that without credibility, there can be no influence. The participants specifically reference the importance that integrity, authenticity and competence plays in gaining and maintaining credibility.

Kouzes and Posner (2011) conclude that after thirty years of research, they can undeniably confirm that credibility is the foundation of leadership. According to them, people have to believe in their leaders before they are willing to follow them. Credibility is concerned with gaining and maintaining the trust and confidence of followers (Daft, 2011; Gabris, Golembiewski & Ihrke, 2001; Gill, 2011; Kouzes & Posner, 1993, 2011; Yukl, 2013).

Goetsch (2011) insists that credibility is required for acceptance of the leader and his messages or appeals.

According to Kouzes and Posner (2011) and Gill (2011), credibility consists of three dimensions: trustworthiness (honesty), expertise (competence), and dynamism (inspiring). Credibility cannot be awarded in terms of a title or job, and should rather be earned over time by gaining the trust of followers. Followers should trust in leaders' ability and in their character (Kouzes & Posner, 2011). Credible leaders inspire loyalty and commitment (Goetsch, 2011). Kouzes and Posner (2011) make a very significant argument that the critical difference between a credible leader, and one without credibility is an increase in a that leader's willingness to put forth effort on behalf of a shared vision and values – rather than acting in a sheepish, compliant manner. Credibility therefore enables leaders to elicit effort beyond compliance, which will naturally lead to increased performance and subsequently, increased organisational effectiveness. Credibility is earned and sustained by gaining trust by means of spending a lot of time with people; the more interaction a leader has with people, the more opportunities there are to develop trust, and so, credibility. Kouzes and Posner (2001) propose six disciplines for earning and sustaining credibility:

- Discover yourself – knowing your values, beliefs and what you stand for, and translating them into a set of guiding principles you can communicate to the people you lead

- Appreciate constituents – through dialogue aligning your values with that of your constituents and always acting in the best interest of the organisation

- Affirm shared values – find common ground on which everyone can stand and build a strong sense of community

- Develop capacity – enable people to contribute and develop. Educate them and develop their capacity to follow you. To increase credibility, give people more discretion and keep them informed

- Serve a purpose – leadership is a service. Leaders should serve a purpose for those who have made it possible for them to lead – the constituents.

- Sustain hope – credible leaders keep hope alive. They need to be inspiring, uplifting and energetic.

Kouzes and Posner (2011) suggest that credibility is ultimately about demonstrating commitment through their visible actions (Engelbrecht, et al., 2005). When credible leaders affirm the shared values of the organisation, they also vow to keep their promise. Credible leaders set the example by going first and leading from the front. They spend a great deal of time (the truest indicator of priorities) on core values. They hold themselves accountable to the same standards as everyone else, and when they slip up, they make amends for it in the same way that they expect of others (Kouzes & Posner, 2011).

Yukl (2013) and Gill (2011) argue that integrity forms an integral part of credibility, and that leaders lose their credibility when people find out that they have acted without integrity. Goetsch (2011) complements this argument by stating that integrity builds credibility. Yukl (2013, p. 150) concurs, stating that "integrity means that a person's behaviour is consistent with espoused values, and the person is honest, ethical and trustworthy."

Ultimately credibility is about gaining and maintaining the trust of employees; trust in both competence and integrity. Therefore, leaders should always ensure that their actions and words are aligned, and consistent with their espoused values, and that they spend enough time with their employees to earn their trust, and thus credibility.

5.2.5 Ethical, values-based leadership

P3, P7, P8, P10, P11 and P12 reference the importance of promoting strong moral values and ethically conducting business. The leaders allude to the fact that ethically conducting business is not only the moral thing to do, but also makes business sense in the long-term. The leaders indicate that ethically conducting business is sustainable, and that unethical leadership not only discredits the leader, but also does irrefutable damage to organisation's image. Some of the leaders also allude to the fact that the 21st century customer is very concerned with the ethics and sustainability of organisations, and that organisations should therefore ensure that they can give their customers peace of mind that the products or services that they produce and render to customers, come from an ethical value chain that serves the best interests of the organisation and all of its stakeholders.

Arguably, every contemporary scholar in leadership will corroborate that ethically conducting business is not only the right thing to do, but also makes business sense in the long term. Ethical behaviour is necessary for sustainability (Engelbrecht et al., 2005; Rossouw & Van Vuuren, 2010; Sims & Brinkmann, 2002; Ulrich & Smallwood, 2013; Yukl, 2013). Daft (2011) maintains that effective leaders are ethical leaders. He defines ethical

leaders as those who are honest with their followers, customers, shareholders and the public, and always maintain their integrity. Trevino, Brown, and Hartman (2003) define ethical leadership as characteristics that influence the ethical behaviours of others. Examples of ethical leadership "include leader statements on the importance of ethics, modelling ethical behaviour to set a visible example to others, including ethical behaviour in the assessment of performance, and criticizing or punishing unethical behaviour" (Yukl, 2013, p. 329).

Leaders use values to cultivate ethical behaviour through an ethical organisational culture (Engelbrecht et al., 2005). Gill (2012) defines values as the principles or standards that are considered to be important or beneficial. "We evaluate aspects of our existence – objects, behaviours, events, activities, motives, intentions, goals and outcomes – on the basis of our values" (Gill, 2012, p. 162). Moral values are those that are regarded as good and right, as opposed to bad and wrong. These values subsequently shape the basis for a system of ethics and professionalism. They serve as a normative regulatory guide for individuals (Rossouw & van Vuuren, 2010). For this reason effective ethical leaders endeavour to cultivate an ethical organisational culture, by establishing and endorsing strong corporate ethical values that are ingrained in the operating conscience of their employees.

In terms of leadership, values and ethics determine the behaviour that is regarded as desirable and acceptable, as a means of achieving the organisational goals and vision. Corporate values, as endorsed through organisational culture, codes of conduct, and leader behaviour, are guiding principles for employees' behaviour in the organisation. Gill (2011) states that all employees should have shared values, and that those values should constitute a strong positive culture, in addition to its shared vision and purpose. Personal values and corporate values should be as close as possible in order to ensure that employees, who naturally fit with the organisation and have the same moral compass as the organisation, are hired. It can thus be argued that it would be beneficial for organisations to make values-assessments part of their recruitment and selection procedure, as a means of ensuring that employees are compatible with the organisational values and culture. Davis (2003) and Donaldson (2011) suggest that people will increasingly seek employment with companies that uphold their personal values. The same can be said for companies; who will be seeking employees who uphold their corporate values. Gill (2011) proposes that values are the centrepiece of organisational culture, according to which other organisational factors, such as strategy, structure, systems, staff, style and skills, are determined and endorsed.

In addition to the importance of ethical values, and their role in shaping an ethical organisational culture, ethics is also concerned with social responsibility and the impact that organisations have on their stakeholders. Leaders cannot only concern themselves with the prosperity of their own organisation; they must also consider the impact that their organisation has on society, the natural environment and other relevant stakeholders (Engelbrecht et al., 2005; Lynham, Taylor, Naidoo, & Dooley, 2006; Nkomo & Kriek, 2011; Van Aswegen & Engelbrecht, 2009). Responsible leadership and corporate governance is playing an increasingly important role in South Africa's, and the world's business environment (Gill, 2011; Rossouw & van Vuuren, 2010; Yukl, 2013). Progressively more pressure is being exerted on organisations, to consider the impact that their operations have on their stakeholders, especially the natural environment. Various legislation and regulations have been put in place in recent times, to ensure that organisations consider all their stakeholders, and not only their shareholders. Responsible leadership is becoming increasingly important, and leaders have a big responsibility to ensure that they lead their organisation and its operations, in a way that is sustainable and serves to the benefit of all stakeholders involved (Lynham et al., 2006; Nkomo & Kriek, 2011). This topic forms part of sustainable leadership, which is discussed in further detail in Section 5.2.9 of this chapter.

A study conducted by Emmanuel Ogbonna and Lloyd Harris (Ogbonna & Harris, 2000 in: Gill, 2012), in which 1000 business units are investigated, found that strongly-held, shared values were associated with organisational performance – given that these values were oriented towards the external environment. This corroborates literature, as well as the CEO's views regarding the advantageous impact that ethical business and socially responsible leadership has on organisational prosperity.

5.2.6 Strong team leadership

P2, P3, P5, P6, P7, P8, P9 and P11 allude to the importance of having a strong team to help the leader lead the organisation as effectively as possible. All these leaders reference two aspects of leadership: diversity, and shared values and goals.

All of the CEO's who mentioned strong teams as one of the essential aspects of effective leader behaviour, in their interviews, pointed out the importance of diversity in the team. They contended that in order to lead effectively, leaders must surround themselves with a group of people, who possess different skills and knowledge that complement one another in a way that creates synergy and optimises effective decision-making. They noted that diversity

of people is required for diversity of ideas. However, all the CEO's pointed out the importance of shared values and a shared vision in these teams, during their interviews. They explained that diversity can only be advantageous if all the members have an aligned vision and share the same organisational values and ideals.

The CEO's indicated that in situations where a team member does not have the same values or aspirations as the leader, or the rest of the team, that member should be replaced as quickly and efficiently as possible, as they could have a negative effect on team performance, as well as on the performance of the other members. So, diversity should lie only within the skills and knowledge of the team, and not in their values and aspirations. The CEO's noted the importance of all team members being compatible with the leader, complementing their strengths, and helping make up for their weaknesses.

Literature on leadership corroborates these utterances, and agrees on the importance of both diversity and shared values in team leadership (Gill, 2011; Goetsch, 2011; Yukl, 2013). Yukl (2013) proposes several determinants of team performance, including commitment to task objectives and strategies, member skill and role clarity, mutual trust, cohesiveness and cooperation, and member diversity. These factors are in agreement with the utterances of the CEO's. Yukl (2013) also proposes that effective leadership in teams require specific types of leadership behaviour. According to Yukl (2013), some essential leadership processes include building commitment for shared objectives, identifying effective performance strategies and organising team activities, enhancing member skills and role clarity, building mutual trust and cooperation, and facilitating external coordination.

Luthans et al. (2006) contributes that it has become increasingly difficult for leaders to accomplish the work of leadership alone. Leaders are faced with large, difficult, complicated and unpredictable challenges that they cannot overcome without the help and support of a strong and cohesive team. Ulrich and Smallwood (2013) recognise that coordinated actions sustain more value than isolated individual ones. Research on team leadership claims that the three functions most critical to team performance includes effort, strategy and KSA's (knowledge, skill and ability). Team leaders must focus on behavioural approaches that will have the greatest impact on these three functions (Luthans et al., 2006; Hackman & Wageman, 2005).

With regard to the importance of diversity in a strong team, literature corroborates that effective and sustainable leaders utilise their resources in the form of strong diverse teams

(Holman & Greer, 2013; Ulrich & Smallwood, 2013). Research supports the idea that, as teams require a variety of skills, knowledge, and experience, heterogeneous teams are more effective because members contribute diverse abilities, information and ways of thinking (Daft, 2011; Kamps & Engelbrecht, 2011). Diversity in teams brings about innovation and creativity.

However, diversity in teams can only be effective if there is a common goal or vision, and strong team cohesiveness (Daft, 2011; Yukl, 2013). Literature agrees with the CEO's utterances that in order for teams to be effective and sustainable, all members need to have shared values and a shared vision for the team and organisation (Daft, 2011; Kearney & Gebert, 2009; Yukl, 2013). Daft (2011) contributes that a shared mission and values will lead to higher team cohesion, which in turn, is a determinant of team effectiveness. Thus, it is important to ensure that all team members have the same vision, values and aspirations as the leader and the rest of the team, in order to ensure team effectiveness and ultimately organisational effectiveness. In addition, Daft (2011) proposes that team cohesion, resulting from shared vision and values, has a positive relationship with team performance and team morale.

5.2.7 Open Communication

P2, P3, P4, P5, P7, P8, P9 and P12 all mentioned the importance of communication as an aspect of effective leader behaviour. According to them, communication is the vehicle through which leaders convey their vision, values and desires. The success with which leaders are able to convey these messages, determines the extent to which employees will be able and willing to adhere to them. The CEO's indicated that the more employees know about the organisation, the more empowered they are to contribute. It is therefore important to these CEO's that there be a free flow of information throughout the organisation. They also recognised that there is a positive correlation between the quality and quantity of information, and the buy-in from employees. The CEO's also indicated that in order for communication to be effective, the source of the communication should be credible, and the goal of the communication should be very clear.

In addition, the leaders explained that communication should be as objective, honest, transparent, frequent and as clear as possible. They also indicated the importance of two-way communication, and that communication would only be effective if the leader is also effectively communicated to. Therefore, leaders should be approachable, and also listen

effectively in a way that lets employees feel heard. This can be done by genuinely showing interests in employees' inputs, and giving serious consideration to their contributions.

Puth (2002, p. 4) describes communication as the "lifeblood of leadership." Puth (2002) proposes 12 guidelines for effective leadership communication, in order to impart the vision and gain buy-in and commitment from employees. Of these 12, the following corroborate the utterances of the CEO's: let the vision grow (live the vision by leading by example and being a champion of the vision); avoid premature disclosure (timing is essential and leaders should know when to disclose what, without being dishonest); be totally convinced (leaders should communicate with conviction and confidence that will make the vision appealing and attractive); prepare thoroughly (always have evidence and be ready for questions); be open and honest; make clear the costs, sacrifices and risks (people should be aware of what is going on, they should not be deceived); deal fairly and honestly with questions and objections (be understanding and receptive and deal with it in a way that lets employees feel valued and heard); affirm the benefits and possibilities (it should be clear to employees what the benefits and possibilities are as it will be their greatest source of motivation); impart the vision (leaders should plant the vision in the hearts as well as the heads of employees). The vision should therefore evoke emotion and inspiration among employees; promote identification with the vision (employees should be able to identify with the vision and feel part of the vision), there should be shared goals and objectives among employees; continually reinforce the vision and goals (repetition is the key to communication effectiveness, the vision needs to be ingrained in the operating conscience of employees) Daft (2011) corroborates these guidelines, and places specific focus on establishing credibility, building goals on common ground, creating a compelling position for others, and connecting emotionally.

Literature on leadership communication emphasises the fact that effective communication is a two-way process (Daft, 2011; Gill, 2011; Goetsch, 2011; Yukl, 2013). Scholars suggest that receiving communication is just as important as sending information. Effective leader communication is associated with transformational and more humanistic approaches to leadership, which acknowledge and value the inputs of employees, and aim to empower employees through open communication; as opposed to more transactional and bureaucratic leadership approaches, which deem communication as a rigid top-down process (De Vries, Bakker-Pieper & Oostenveld, 2010).

Gill (2011) and Daft (2011) both explicate that good leaders need to be communication champions. These scholars argue that leaders should cultivate a culture of effective communication, by setting an impeccable example and being role models for their employees. Leaders need to convey their vision and values, and specifically the way in which they want communication to occur within the organisation, by communicating in a way that creates awareness of, and reinforces, their ideal communication culture. Ulrich and Smallwood (2013) supplement this argument by alluding to the fact that effective communication requires a lot of time through repetition and reinforcement.

Harolds (2012 p. 481) summarises effective leader communication well when he suggests that leaders should not only be concerned with communication skills for the sake of conveying a message, but should also be genuinely interested in others and know what their interests and concerns are:

> A good leader is not only competent but also loves people, tries hard to help everyone achieve their potential, empowers others, appreciates the contributions of others, fights for the followers and for the organisation, and does what he can to increase the contentment of all the followers.

 Although this excerpt is not solely focused on communication, it provides valuable insight into the approach to effective leader communication. Effective communication skills is merely an aspect of effective communication; without a genuine concern for the input of others, and establishing authentic and trusting relationships, effective communication that attains commitment and loyalty will not be possible (Harolds, 2012; Kouzer & Posner, 2011).

Communication is only regarded as effective if it is accepted by followers (Goetsch, 2011; Kouzes & Posner, 2011). The first step to ensuring acceptance is gaining credibility from the receivers. Leaders with credibility will find it easier to influence, and thus have a grander chance of acceptance. Credibility goes hand–in-hand with honesty and authenticity. Once again, this corroborates that communication must be honest and transparent in order to gain credibility, and subsequently, acceptance.

Ultimately, communication is not just another contributor of effective leader behaviour, but rather a means through which the other aspects (identified second-order themes) can, and should be endeavoured. Effective leader communication should be the vehicle through which

leaders establish and maintain things such as a clear vision, shared values, positive and empowering culture, effective strategising and decision-making, leading by example, gaining trust and credibility, understanding the employees, and ultimately organisational effectiveness (Ulrich & Smallwood, 2013; Kouzer & Posner, 2011).

5.2.8 The ability to strategise and execute decisions effectively

P1, P2, P3, P4, P5, P7, P8, P10, P11 and P12 all made reference to the significance of strategising and the ability to execute decisions effectively. These CEO's explicated the fact that leaders require the ability to envision the future, and strategise effectively. They also strongly emphasised the importance of a good leader's need to be assertive in their decision-making. The leaders explained that one hardly ever has all the necessary information to make a totally informed decision, and that decisions must be made on intuition (or gut feeling, as they refer to it), given the information available to the leader, at the time. The CEO's made it clear that a bad decision is better than no decision at all, and that once a decision is made, good or bad, the leader must devote all their efforts to making the best of that decision.

The leaders attributed the ability to make effective strategic decisions, to experience, knowledge of the employees and the business environment, and most importantly, the leader's intuition or gut feeling. All of the CEO's, who made reference to effective decision-making, emphasised the importance of trusting one's gut feeling, and making decisions that come naturally, and that one is comfortable with.

Literature extensively references the importance of good strategising and effective decision-making, with regard to assertiveness and timely decision-making, but very little is said on using gut feeling or intuition to make strategic decisions.

Collins (2001, p. 30) argues that great leaders have "unwavering resolve… to do what needs to be done." Great leadership requires ferocious resolve and absolute determination to do whatever is needed to enhance the company. Leaders must be willing to make large sacrifices for the benefit of the organisation. Yukl (2013) agrees with Collins (2001), that great leaders must be able to make effective decisions, which require both courage and assertiveness, but more-over, it requires a very good understanding of the organisation and the environment in which it operates. Understanding the employees and the organisation is deemed as a theme of its own, and is discussed in Section 5.2.10 of this chapter. However, what is relevant in terms of strategising and making effective decisions, is the ability to see simplicity beyond complexity. Collins (2001) explains that great leaders have a piercing insight that allows

them to see through complexity, and discern underlying patterns. According to Collins (2001), good strategic leadership is about being able to understand the environment in its most complex form, and being able to translate the complexity into something very simple that can be followed and endorsed by the organisation. Therefore, great leadership often seems very simple, and is built on the most simplistic models or concepts, but they are successful because they are based on very complex understandings of the environment in which they are based.

Collins (2001) continues arguing that effective strategic decision-making is based on a deep understanding of three key dimensions, and being able to translate this understanding into a simple crystalline concept. The three key dimensions include: knowing one's strengths, knowing what drives the economic engine (where is money made), and knowing one's passionate interests (those things that one would be willing to work very hard for). By having this understanding and translating it into a simple concept, which is understandable to all and easy to follow, leaders are able to make sound strategic decisions, based on what they regard as their gut feeling. However, it must be noted that their gut feeling, is based on a deep understanding of their organisation and the environment in which it operates, which stems from years of experience and hard work, and that although it seems incredibly simple, and even 'lucky', these gut-feeling decisions are the epitome of simplicity on the other side of complexity.

Yukl (2013) additionally contributes nine guidelines for formulating effective strategy, of which seven of these guidelines corroborate with the utterances of the leaders. The seven guidelines for formulating effective strategy include: determine long-term objectives and priorities; learn what clients and customers need and want; assess current strengths and weaknesses; identify core competencies; identify promising strategies; evaluate the likely outcomes of a strategy; and involve other executives in selecting a strategy.

Good strategic leadership is ultimately concerned with providing direction by planning and implementing a strategy aimed at achieving organisational vision, goals and objectives. According to Gill (2011), strategic leadership consists of a four-stage process. The process commences with strategic thinking, which creates the 'big picture' of the organisation and produces the vision. This process is followed by strategic definition by the leader, which includes identifying and refining an attractive value proposition. The leader's strategic alignment follows, which entails configuring and developing the business model to deliver

the value proposition. The last stage of the process is strategic enactment by the leader, which entails taking all the necessary actions – the projects and programmes – to implement the business model, deliver value proposition and realise the vision (Gill, 2011).

To summarise, good strategic leadership can be seen as the ability to understand one's organisation and its milieu, in all its complexity, and formulate a simple plan on how to reach the organisation's vision and goals, in a way that is easily understandable and provides direction to the organisation.

5.2.9 Maintaining a long-term approach toward sustainable development

P2, P4, P5, P6, P7, P8, P9 and P12 all made reference to the importance of maintaining a long-term approach to business and endorsing sustainable development. The CEO's alluded to the importance of aligning all organisational actions with the vision of the organisation. By taking a long-term approach in the interest of sustainable development, one should always consider the implications of transactions and actions on the long term-term prosperity of the organisation, and ask oneself whether taking the action will bring the organisation closer to achieving its vision. Actions should always be aligned with the organisational values and strategy, regardless of the short-term gains that it might provide. The CEO's made reference to always seeing the bigger picture, and asking oneself how the action will affect the sustainability of the organisation, over and above the immediate benefits it possess. The CEO's also emphasised the importance of all actions being congruent with the values and vision of the organisation.

The issue of sustainability is two-fold; firstly, organisations need to ensure that their immediate actions are aligned with their long-term vision and goals (of which sustainable development would naturally be a part of), in order to ensure long-term prosperity of the organisation. Secondly, from an ethical perspective, organisations should ensure that their actions are not only conducive to the sustainable development of the organisation, but also to all of its stakeholders.

In order to ensure that their organisations are always getting closer to reaching their vision and objectives, leaders should continuously be mindful of the effects that their every operational activity will have on these longer-term aspirations of the organisations. It is the leader's responsibility to ensure that all actions are aligned with the vision, culture, strategy and objectives of the organisation. This can be done by ensuring that all employees

understand the organisation values and vision, buy into the values and vision, and strive to achieve the vision and live by the organisational values.

With regard to the second aspect of sustainability, concerned with social responsibility and the organisation's responsibility to act in the best interests of all its stakeholders (including the natural environment), organisations need to ensure that they are aware of the impact that their operations are having on its stakeholders, and ensure that it has a positive impact, which contributes to the sustainable development of all of these stakeholders (Metsamuuronen, Kuosa & Laukkanen, 2013). Literature corroborates that this is not only the ethical thing to do, but that doing business from a stakeholder approach to sustainable development, is also conducive to long-term organisational effectiveness (Donaldson, 2011; Rossouw & Van Vuuren, 2010; Sims & Birkmann, 2002; Yukl, 2013). Collins (2001) notes that sustainable organisations have strong core values and a purpose that stretches beyond mere profits. Sustainable organisations have a purpose of being the best, and serving their stakeholders in a sustainable way.

Hargreaves and Fink (2004) argue that sustainable leadership has the following principles: Firstly, sustainable leadership spreads. This principle is aimed at ensuring that all employees buy into the vision of the organisation, and also endeavour to make the organisation sustainable. Sustainable development should not only be a concern to management, but also to all employees and stakeholders. The vision and objectives must therefore be clearly communicated to all relevant parties. Secondly, sustainable development is socially just. Sustainable development has the best interests of all relevant stakeholders at heart. It has an ethical approach and aims to benefit all stakeholders, and not only those who will be of benefit to the organisation. As an example, sustainable development is also concerned with the well-being and sustainability of the natural environment, as well as the general society. Thirdly, sustainable development is resourceful. Leaders who endorse sustainable development provide intrinsic rewards and extrinsic incentives that attract and retain the best people to ensure sustainable talent and leadership in the future. Lastly, sustainable development promotes diversity. Sustainable development endorses inclusion of all different types of people and aims to benefit as many people as possible.

5.2.10 Endeavour to understand your people and your organisation

P2, P3, P5, P6, P8, P9, P11 and P12 all emphasised the importance of understanding the employees and the organisation as a requirement for successful leadership. The CEO's made

reference to the importance of understanding people and how to unlock their potential in a way that enables them to perform optimally. However, they noted that in order to be able to do so, leaders also need a very good understanding of their organisation, and where, and how value is created. It was alarmingly clear that all the leaders had an intricate and deep understanding of exactly how their organisations, and the milieu in which it operates, worked, where value is created, and how it is created. As mentioned in Section 5.2.8 of this chapter, an important aspect of good leadership is being able to understand the environment in all its complexity, and then being able to lead and manage it with the utmost simplicity.

The majority of these CEO's emphasised the importance of perfect person-job and person-organisation fit, and that people should be in positions that unlock their potential and allow them to perform optimally. Therefore, people should be placed in positions that energise and empower them, as opposed to positions that constrain and inhibit them.

Literature corroborates these findings. Luthans et al. (2006) argue that there are two vital actions in developing successful leaders. Firstly, collecting the best people possible – people who will fit in with the organisation in terms of its vision and values, and who will be willing to work hard to achieve those visions. Secondly, ensuring that these people acquire the vital skills and experiences, necessary in leading the company. What is interesting, and corroborates with the responses of the CEO's, is that one should be more concerned with having people that fit into the organisation, than one should be with their skills and competencies. The very simple reason for this theorising is that skills and competencies can be learned and taught much more easily than changing a person's values and interests. Effective leaders place greater value on character attributes than on specific educational background, practical skills, specialised knowledge, or work experience. Not because knowledge and skills are unimportant, but because they are more teachable, whereas trait dimensions such as character, work ethic, basic intelligence, dedication to fulfilling commitments, and values are more innate and ingrained (Collins, 2001).

Collins (2001) found that, in a study of more than 1400 companies, the best organisations had a few things in common, of which two things are of importance here. Firstly, that the successful companies selected their CEO's from within the company, 10/11 times. It is evident that external, high-profile change agents (CEO's) correlated negatively with sustained transformation, from good to great (Collins, 2001). Collins (2001) argues that the

reason for these internal CEO's successes is the fact that they had a very good understanding of their organisation and the environment in which it operated.

Secondly, these companies all acknowledged that the right people were their most important asset.[5] These organisations ensured first and foremost, that they had people who shared the vision and values of the organisation, and who were passionate about the organisation, and willing to work hard to make it a success. Only then did they concern themselves with what these people should do. Collins (2001) also noted that organisations should not aim to turn lazy people into hard workers, but should create an environment in which hardworking people would thrive, and lazy workers would either be thrown out, or leave on their own.

It is as important to identify the wrong people in the organisation, as it is to identify the right people. It is important for leaders to identify wrong people in the organisations, and replace them as quickly as possible. The reason for this is that it is not only unfair to the right people, as they continuously have to compensate for the inadequacies of others, but can also drive away the best people (Collins, 2001).

Ultimately, effective leaders understand how their organisations work, where and how value is added, what type of people will fit in with the organisation, and where they need to fit in the organisation. The ability and in-depth knowledge required for this understanding stems from a combination of experience, knowledge of the organisation, knowledge of people, and a bit of intuition. Engelbrecht and Kamps (2011, p. 37) add that "emotional intelligence is one key to developing the ability to manage and appreciate individual differences." This opens up another discussion on which personal characteristics contribute to leader effectiveness, which falls outside of the scope for this study. Nevertheless, is important to acknowledge that emotional intelligence is vital in understanding people and their feelings and emotions, and is subsequently a key enabler of successful leadership.

5.2.11 Creating and maintaining a shared vision and a shared goal.
P4, P6, P7, P8, P9, P10 and P11 all made reference to the importance of creating and maintaining a shared vision and a shared goal. These CEO's emphasised the importance of working together for the same goals and objectives. The CEO's indicated that stories that sell well are stories that are honest, plausible and credible. They also explained that in order for employees to buy into the vision, they need to be able to trust the leader. Trust in the vision

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[5] An important distinction should be made here; these companies did not acknowledge that people were their most important asset, but that the right people were their most important asset.

stems from open and honest communication, the leader's integrity, and active involvement of employees in the process. It is important for employees to understand the plan, and be involved in the plan, in order to gain their trust and commitment to the plan.

The CEO's also emphasised the fact that the vision should not only be a clear, but that it should also be shared. Arguably, a vision will only be accomplished if the whole organisation, including its different departments, work in alignment toward the same vision. In addition, people should inherently want to be part of success, and should feel that they are part of the success when success is achieved.

As an holistic thought on leadership, which is in agreement with the utterances of the other CEO's, who also referred to the importance of shared vision and shared goals, P10 stated the following: great leadership requires vision for inspiration, shared values for teamwork, shared goals for focus, and deserving engagement by serving others. Great leaders have the engagement of employees, which is followed by commitment. Thus, great leadership encompasses the ability to get people to engage and commit to the organisation, and subsequently, voluntarily give their time, effort and knowledge to the organisation in order to achieve organisational objectives.

Cummings and Worley (2009) agree with the CEO's that having a clear and shared vision is one of the fundamental aspects of good leadership. According to them, compelling visions are composed of two parts: (1) a stable identity and core values that describe the organisation's core values and purpose, and (2) an envisioned future with bold and challenging goals and a vivid description of the desired future state. Literature agrees that the vision is a means of bringing the organisation and its different departments together, and aligning their activities to work together towards an holistic goal or objective.

Daft (2011) and Yukl (2013) contend that one of a leader's most important functions is articulating and communicating a compelling vision, which will motivate and energise people toward a desired future. He also argues that good leaders are always looking forward, setting a course for the future, and getting everyone moving in the same direction. According to Daft (2011) a vision has the following functions: (1) the vision links the present to the future; (2) it energise people and garners commitment; (3) gives meaning to work; and (4) establishes a standard of excellence and integrity. In addition to the fundamental functions of a vision, Daft (2011) also provides four common themes of a vision: (1) visions have a broad appeal (it appeals to all employees on different levels and functions in the organisation); (2) the vision

encourages faith and hope; (3) reflects high ideals; and (4) defines the destination and the journey (a good vision specifies specific outcomes, as well as the underlying values that will help the organisation to get there).

A vision should be simple, and idealistically picture the future that appeals to the values, hopes, and ideals of its organisation's members. A vision should be challenging, yet realistic; meaningful; yet credible. The vision should address basic assumptions about those things that are important to the organisation, how the vision should relate to its environment, and how people should be treated. The vision should be clear and specific enough to guide decisions and actions, but general enough to allow initiative and creativity in the strategies for achieving it. A good vision should be simple, making it easy to communicate to employees, and understood by all employees. This implies that the simplicity must stem from a crystallised simplistic idea, which stems from understanding the situation in all its complexity (Yukl, 2013; Kouzes & Posner, 2011; Gill, 2011). Yukl (2013) provides the following guidelines for formulating a vision: identify key stakeholders; identify shared values and ideals; identify strategic objectives with wide appeal; identify relevant elements in the old ideology; link the vision to core competencies and prior achievements; and continually assess and refine the vision.

Ultimately the vision should energise people around a set of shared goals. Leaders need to ensure that employees are committed to, and excited about the organisation's vision, as their level of commitment and buy-in will determine the extent to which the organisation achieves the vision. Leaders can increase commitment by combining logical and credible arguments, with emotive and inspiring ones (Daft, 2011; Gill, 2011; Yukl, 2013).

5.3 Integration

This chapter provides the second-order themes that have been developed from the various responses by the 12 participants in the study. The chapter discusses the second-order themes, and supplements them with relevant literature to confirm and compliment the various participants' responses. The 11 second-order themes include the following:

1. Leading by example;
2. Cultivating an empowering culture, characterised by participation, socialised power approach and collective efforts;
3. Showing courage to make difficult decisions, accept responsibility and accept accountability for actions;

4. Attaining and maintaining credibility based on integrity and competence;

5. Ethical values-based leadership;

6. Strong team leadership;

7. Open communication;

8. Effective, strategic decision-making and execution;

9. Maintaining a long-term approach toward sustainable development;

10. Attempting to understand the people and the organisation; and

11. Creating and maintaining a shared vision and a shared goal.

The following chapter provides the main conclusions of the study, based on the results and the interpretation thereof. The practical implications, as well as the limitations of the study, suggestions for future studies, and an integration to conclude the chapter, are noted.

CHAPTER 6

CONCLUSION

6.1 Introduction

The purpose of this study is to come to a closer understanding of effective leader behaviour, especially in the emerging South African economy. The study aims to identify the key aspects of effective leadership behaviour, by investigating how a number of South Africa's most successful and prestigious leaders regard effective leader behaviour. With social learning theory, as proposed by Bandura, the researcher argues that employees learn behaviour by observing the behaviour of credible and superior others. CEO's, as the top leaders of organisations, arguably serve as fundamental role models to the rest of the organisation, and can subsequently cultivate and elicit certain desired behaviours from employees, through their own behaviour. It is through to this reasoning that the researcher has argued that CEO's can influence employee behaviour, and thus employee performance, which will ultimately lead to organisational performance and consequently organisational effectiveness. For this reason, the study has intended to understand how top leaders perceive effective leader behaviour in the emerging South African economy.

The study commences with an introduction and the research problem, and provides the reader with an objective of the study. The objective of the study is to come to a deeper understanding of the effective leader behaviour in the emerging South African economy.

Chapter 2 provides a literature contextualisation, in which leadership is introduced, defined and contextualised for the purpose of the study. The literature contextualisation seeks to contextualise leadership in terms of leader behaviour, and the effect that it has on employees. This is done by introducing social learning theory and role model theory, on which the premise of the study is based. Furthermore, the chapter presents the South African context of leadership, and discusses the importance of ethics in effective leader behaviour.

Chapter 3 presents the research methodology. Reference is made to the research paradigm, with special reference to the ontology and epistemology in which the research was conducted. The research design is discussed and the rationale for choosing a qualitative research design is deliberated and defended. The chapter also provides the data gathering technique, the sampling strategy, the data gathering process, and the data analysis. It concludes with a

discussion of the strategies employed to ensure quality research, as well as the ethical considerations of the study.

Chapter 4 sets out the results stemming from the data gathering process, by providing the utterances of the participants in the form of themes of effective leader behaviour, which the participants have deemed most important. The results for each participant are categorised and discussed. All the themes from the various participants are then converted into second-order themes as an amalgamation of the various first-order themes.

Chapter 5 provides a discussion and literature control of the second-order themes, formulated in the forth chapter. The literature control attempts to corroborate the responses of the various participants, by providing relevant literature to validate the responses of the participants.

This chapter concludes the study, providing the limitations of the study, recommendations for future studies, and final remarks as a conclusion to the study.

6.2 Summary of the results

The results generated from the eleven second-order themes serve as valuable insight into the experience and understanding that a number of South Africa's successful leaders have of effective leader behaviour, in the emerging South African economy.

These eleven themes illuminate various very interesting and informative aspects of effective leader behaviour, which is corroborated by relevant literature. The basic theories, on which the study is based, are confirmed by these themes. To reiterate: these theories are social learning theory as proposed by Bandura, as well as the theory that leaders can influence behaviour through their own behaviour, by being role models.

It is evident from the results that leaders place a lot of emphasis on their own behaviour, and believe in the importance of leading by example. The leaders' responses illuminated the fact that leaders are role models to their colleagues and subordinates, and should therefore behave as they want others to behave. The leaders also indicated that their own behaviour is an effective tool for cultivating organisational culture and the values, norms and attitudes that are encapsulated within such a culture. Leaders acknowledged that their behaviour determines the behaviour of their employees to some extent, and that they should therefore be very mindful of the way in which they conduct themselves in front of their employees.

As has been iterated various times throughout this study, leadership behaviour is a very complex phenomenon, determined by a nomological network of various latent variables. Due to the complexity of human behaviour, and the complexity and ever-changing nature of the business environment, there can be no blueprint, recipe, or answer to effective leader behaviour. One can only hope to shed some light in the darkness which is optimal leader behaviour by identifying some aspects or examples of leader behaviour that are believed to successfully contribute to organisational effectiveness. The next logical step will be to test these identified behaviours quantitatively, in order to determine their validity and reliability. This will confirm the extent to which they are able to measure and predict leader effectiveness, and subsequently, organisational effectiveness.

The most striking aspect of the study is how unassuming these great leaders are. Almost all of them have a very humble and genuine demeanour, and their simplistic and moral ways were ubiquitous. During the interviewing process, it was conspicuous how all the leaders considered the best interests of the company and its people, superior to their own personal interests. All the leaders appeared very passionate about what they do, and had the most intricate knowledge of their business and the environment in which it operates. In saying this however, two things must be acknowledged: firstly, the participants' simplicity was simplicity beyond complexity; these leaders all have the ability to translate their intricate understanding of their complex environments into simple terms that everyone can understand, with piercing insight and egoless clarity. Secondly, each of the participants has impeccable courage despite their humble and serving manners. All of the leaders have the ability to live with the fear and uncertainty that comes with leading large organisations, and are able to make very difficult decisions in a timely and effective manner. As gentle as they might seem, these leaders are all hardened and tough individuals, who are able and willing to make very difficult decisions with great accuracy, assertiveness and conviction.

In addition, it was evident throughout, that these leaders are all very ethical, and give precedence to the sustainable development of their organisation and its stakeholders. Although ethical leadership is one of the criteria on which the sample of leaders was chosen, these leaders' moral strength and reliability must be commended. All the leaders displayed an approach of servitude to their business. They all have a strong socialised power approach, are by no means egoistic, and clearly want the best for their respective organisations.

Furthermore, all of these leaders are clearly passionate about their employees. They value their employees, making it a priority to build healthy and trusting relationships with them. These leaders not only value and respect their colleagues and management, but also value and respect every employee in their organisation, and attempt to show them that they are essential. The leaders also ensure the dignity of their employees and make them feel needed.

To summarise, the participant leaders show tremendous balance between humbleness, being genuine and ethical, and showing courage in managing difficulties and uncertainty in leading their organisations. Ultimately, it can be argued that this unselfish, moral and long-term approach to leadership contributes to what makes these experienced and very hard-working individuals, such successful leaders.

6.3 Limitations of the study

As in any study, this study has a few limitations that inhibit the scope and accuracy of the study. The limitations of this study are concerned with the representativeness of the sample.

CEO's have demanding, time-consuming jobs, and are difficult to get in touch with because their time is scarce and valuable. It is a tedious task to get interviews with some of South Africa's most successful CEO's, and getting enough CEO's to reach data saturation was difficult, though it was eventually achieved. Data saturation was achieved after the eleventh participant, after which the researcher administered one more interview, as a precaution and as additional confirmation.

The researcher attempted to get interviews with a sample of CEO's that accurately represent the demographics of South Africa's CEO population. However, the participants in the sample are ultimately all white males. The fact that there are only white male participants is not the researcher's preferred selection. This sample has been influenced by the participants who were willing to participate in the study. The ethnic and gender demographics of the CEO's are not representative of the South African population. This arguably negatively affects the generalisability of the sample.

Future studies should aim to include CEO's who are female and of other ethnicities, thus giving a better representation of South Africa's CEO population. Due to the in-depth nature of qualitative research, and the endeavour to reach data saturation, the objective is not to attain a generalisable sample. It would however be beneficial to have a sample consisting of different ethnic and racial groups, as different groups may possibly have different approaches

to leadership. The aim is thus not to achieve generalisability, but rather to include a more diverse group of CEO's, that reflects South Africa's demographics, in terms of top leadership, accurately.

6.4 Suggestions for future research

This study has identified eleven second-order themes of effective leader behaviour, in the emerging South African economy. However, the question of the study's practical implications remains unasked. The eleven second-order themes give very valuable insight into what some of the most critical leader behaviours in the emerging South African economy, are. However, these themes do not provide any valid or reliable evidence of the extent to which they contribute to employee performance dimensions or organisational performance, even though they are credible, transferable and dependable. Although these themes improve our understanding of leadership behaviour, the findings are not yet quantified, and can therefore not be used to test potential or current leaders for selection or developmental purposes.

So, the researcher suggests that further studies should utilise these identified themes to build a structural model that can be quantitatively tested and verified, by applying a representative sample of participants to it. Such a study could provide valuable insights into the extent to which these identified leader behaviours contribute to certain dimensions of employee behaviour, as well as overall performance and organisational effectiveness. These insights can subsequently be used to develop an instrument that measures leaders' scores as a means of identifying potential leaders, or evaluating current leaders. Due to the immense demand for effective and sustainable business leaders, such a measurement can be very valuable to organisations, in recruiting suitable leaders and evaluating current leaders. Such a measurement will arguably be able to contribute to organisational effectiveness, by improving the quality of organisational business leaders.

It is the researcher's opinion that although these identified themes can already be of great value to both the academic fraternity and practise, through its uncovering of valuable insights in terms of effective leader behaviour, developing a quantitative model that can substantiate and quantify these claims, can be of even greater value. If these themes can prove that they have a significant effect on behavioural performance dimensions, such a test can be very valuable.

6.5 Final thoughts

The study is intended to contribute to the industrial psychology fraternity, by hopefully providing valuable insights into the intricate and complex functioning of leader behaviour, in an attempt to better understand the phenomenon in all its complexity. This information can subsequently be used to better explain leader behaviour. The study simultaneously aims to provide organisational practice with new information on the effective behaviour of leaders in the emerging South African economy. The information is intended to optimise and develop leadership in a way that increases organisational effectiveness, and contributes to sustainable development, in the interest of triple bottom line.

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