

**AN INVESTIGATION INTO THE ORGANISATIONAL LEADERSHIP BRAND CONCEPT
FOR**

PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS

by

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I declare that “AN INVESTIGATION INTO THE ORGANISATIONAL LEADERSHIP BRAND CONCEPT FOR PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS” is my own work and that all the sources that I have used or quoted have been indicated or acknowledged by means of complete references.

Mr C.F. Eichstadt

Date: December 2013

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SUMMARY OF THE STUDY

Global and South African business challenges necessitate an increased focus on the need for effective leadership. The leaders of South African public listed organisations need to investigate new business solutions to enhance and sustain organisational effectiveness. Public listed South African organisations on the Johannesburg Stock Exchange (JSE) were selected as the organisation type for this study.

This study was motivated by the need for public listed South African organisations to explore organisational leadership as a means to assist in differentiating their organisations from competitors, thereby enhancing organisational competitiveness. The primary research objective of this study was to investigate and establish an organisational leadership brand concept model for public listed South African organisations.

The discussion of the literature covered the global and South African business context, the concepts of the nature of organisational leadership, brand and organisational leadership brand, and emminated in an exploratory conceptualisation of organisational leadership brand for public listed South African organisations.

The pragmatic paradigm was used as the foundation of this study. The study adopted an exploratory, sequential mixed methods research approach, combining a qualitative emphasis and supportive quantitative research approach to conduct the exploratory research. The qualitative findings proposed the concepts: the nature of organisational leadership and organisational leadership brand, including stakeholders and these concepts served as the basis for designing the quantitative survey questionnaire. The quantitative results indicated reliable questionnaire items, and based on the exploratory statistical analysis of the multivariate linear regression equation, described the organisational leadership brand (OLB) concept exploratory model with the best fit.

An integration of the qualitative findings and quantitative results provided the empirical support to achieve the primary research objective. The OLB concept model integrates the concepts of organisational leadership and organisational leadership brand.

The study contributed across the methodological, theoretical and practical domains as follows: the nature of organisational leadership for South African public listed organisations was conceptualised; the elements comprising the concept of OLB for public listed South African organisations was described; the OLB concept model for public listed South African organisations describes the development of organisational leadership brand equity through four levels of organisational leadership brand equity development; and the OLB concept

model for public listed South African organisations may assist by providing guidance for the senior leadership of organisations in establishing organisational leadership brand equity. Furthermore, the study's research approach provides support for the use of a mixed methods research approach in the study of organisational leadership within the pragmatic context of business organisations.

Key words: Organisational leadership, organisational leadership brand, leadership brand equity, leadership competencies, collaborative leadership, stakeholders, business context, public listed South African organisations, exploratory mixed methods research.

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LIST OF ABBREVIATIONS AND KEY TERMS

BEE - Black Economic Empowerment

B2B	-	Business to Business
CEO	-	Chief Executive Officer
CSR	-	Corporate Social Responsibility
IPO	-	Initial Public Offering
JSE	-	Johannesburg Stock Exchange
OL	-	Organisational Leadership
OLB	-	Organisational Leadership Brand
SSETA	-	Services Sector Education Training Authority
UNISA	-	University of South Africa
USA	-	United States of America

Competitive advantage: For the purposes of this study: the differential advantage that results when an organisation's leadership effectiveness differs from its competitors' leadership effectiveness, and is considered as better than a competitors' by customers and stakeholders.

Leadership brand equity and organisational leadership brand equity: The value of an organisation's leadership brand based on stages of OLB development through to OLB equity as experienced and perceived by internal and external stakeholders.

Organisational leadership concept: For the purposes of this study: The cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, and sustaining leadership capacity, to achieve results.

Organisational leadership brand: Is the unique collective identity of leadership effectiveness throughout an organisation based on its values and authentic behaviour that aligns the engagement with employees and customer expectations, and with various external stakeholders' expectations, to deliver customer focused results.

Public listed South African organisations: Organisations listed on the Johannesburg Stock Exchange.

Stakeholders: An organisation's internal and external communities of influence.

CHAPTER 1: BACKGROUND AND ORIENTATION

1.1 INTRODUCTION

To sustain competitiveness in a continuously changing global and South African business environment, organisational leaders need to seek new business solutions to enhance organisational effectiveness (Kets De Vries, 2006; Roodt, 2001; Ulrich & Smallwood, 2012; Ulrich, Zenger & Smallwood, 1999). This includes the requirement to explore business solutions that will differentiate an organisation to customers and other key stakeholders to enhance market value (Ulrich & Smallwood, 2012).

The effectiveness and unique competence of an organisation's leaders provide a possible means of differentiating an organisation from competitors for a competitive advantage (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012). Furthermore, the need for effective leadership in business organisations continues to feature prominently in the business and human resources media as well as academia. The continued prominence of leadership in the media and academia is most likely recognition of the importance of effective leadership in business organisations in a constantly changing global business context.

The emphasis of leadership appears to be on the importance of the nature and role of organisational leaders in terms of the general contribution to the effectiveness of 21st century organisations (Avolio, 2007; Bennis, 2007; Kets De Vries, 2006; Ulrich & Smallwood, 2012). As highlighted in the World Economic Forum (2009; 2010; 2011), the challenges of organisational leadership, globally, to ensure organisational effectiveness, are taking place within a constantly changing business context.

The constantly changing global and South African business context increases the challenges faced by South African organisational leaders. Furthermore, the quality of leadership across an organisation significantly impacts on its effectiveness and competitive advantage, compared to its market competitors (Bennis, 2007; Kets De Vries, 2006). The importance of an organisation's leadership dimension is emphasised by Kets De Vries (2006:3): "If the leadership dimension isn't in place, a company simply cannot be successful".

The effectiveness of an organisation's leaders is regarded as a key aspect in determining organisational competitiveness in the global economy (Ismail, Mohamed, Sulaiman, Mohamad & Yusaf, 2011). In addition to the demands made on organisational leaders, the global lack of available competent leadership due to greater demand than supply, impacts negatively on organisational effectiveness (Anderson & Anderson, 2001; Burton-Jones, 2001; Hsieh & Barton, 1995; Johnson, 2002; Kets De Vries, 2006; Magretta, 1999; Moon & Bonny, 2001).

Organisational effectiveness is considered to be the ultimate measure of leadership effectiveness (Bennis, 2007; Hogan & Kaiser, 2005; Kets De Vries, 2006). The achievement of organisational effectiveness for business organisations requires leaders to address a number of dimensions using an open systems perspective. For business organisations, an open system is a system that continuously interacts with the dimensions in the external environment and to the organisation, and these include: the organisation's vision, mission and strategy; leadership; organisational culture; individual and organisational performance; structure; management practices; systems; departmental/work unit climate; task requirements and individual skills and abilities; individual needs and values; and motivation (Baker & Maddux, 2005; Baruch & Ramalho, 2006; Burke & Litwin, 1992; Cummings & Worley, 2005; Francis, Holbeche, & Reddington, 2012; Lee & Brower, 2006). Some measures of organisational effectiveness include the balanced scorecard, and the organisational measures of productivity, financial, customer, and human resources.

The *balanced scorecard* concept developed by Kaplan and Norton (1993; 1996) focuses on the combined achievement of objectives across the dimensions of productivity, finances, customer service, and human resources, to sustain organisational effectiveness. In social psychology, organisational effectiveness focuses on the continuous improvement in productivity measures (such as the indices of quantity and quality, sales per employee, and rate of innovation) in terms of the relative efficiency in transforming inputs (capital, people, materials) into outputs (goods and services) (Katz & Kahn, 1978). Martz (2008) argues that the transformation of inputs into outputs should take place in a sustainable manner while minimising harm to stakeholders.

Financial indicators of organisational effectiveness cover the two broad categories of market-based and accounting-based financial measures. Market-based metrics such as total shareholder return and price-to-earnings ratio reflect profitability and value to shareholders. The accounting-based financial measures such as return on equity, assets, or sales; and economic value added, are more internally focused (Anderson & Tirrell, 2004). On their own, the financial indicators provide a one dimensional view of organisational performance. *Productivity indicators* focus on the efficiency and effectiveness of the internal operating organisational systems and are important, but add limited value if not combined with the other scorecard dimensions of financial, customer and human resources perspectives (Kaplan & Norton, 1993; 1996).

Furthermore, organisational effectiveness includes a focus on *customer indices* such as customer service, satisfaction, retention, and growth (Kaplan & Norton, 1993; 1996; Martz, 2008). The inclusion of the customer dimension provides for an external and more comprehensive perspective of organisational performance. Finally, it includes *human*

resource-based measures such as the rate of turnover; the extent of employee engagement; employee morale; investment in training and development; and the number and quality of current and future leaders, and indicates how well an organisation manages its talent (Francis *et al.*, 2012; Kaplan & Norton, 1993; 1996; Martins & Coetzee, 2009; Martz, 2008). The customer service and human resource-based dimensions are viewed as crucial to the sustainability of organisational productivity and financial performance (Francis *et al.*, 2012; Kaiser & Hogan, 2007; Martz, 2008). Because the concept of organisational effectiveness comprises, from an open systems perspective, the continuation of combined and sustained improvement in performance, it is required across the organisational dimensions of productivity, financial, customer, and human resources.

Effective organisational leadership assists in enhancing an organisation's overall effectiveness in achieving a competitive advantage, relative to its market competitors. Porter (1985:3-21) defines competitive advantage as follows: "How a company integrates the sustainable cost advantage, the differentiation from competitors and the focused choice of market segments, using the concept of the company value chain, to create value for customers," thereby resulting in a company's competitive advantage. It appears that an important feature in this definition is the requirement for organisations to find ways to differentiate themselves from the competition.

A further definition of competitive advantage is as follows by Barney (2002:9): "A firm experiences competitive advantages when its actions in an industry or market create economic value and when few competing firms are engaging in similar actions." Furthermore, Hoffmann (2000,1) defines competitive advantage as the "prolonged benefit of implementing some unique value-creating strategy not simultaneously being implemented by any current or potential competitors along with the inability to duplicate the benefits of this strategy." The definitions of company competitive advantage focus on addressing the needs of, and creating value for the customer (Porter, 1985), as well as performing certain activities that competitors are partially or not involved in, and which differentiate the organisation (Barney, 2002; Hoffmann, 2000). Finally, competitive advantage results in creating economic value for the organisation (Barney, 2002). Although, according to Rumelt, Kunin and Kunin (2003), confusion still exists regarding the exact meaning of competitive advantage, the preceding definitions all point to some means of differentiating an organisation's effectiveness from competitors resulting in creating value for the organisation and thus competitive advantage.

For the purposes of this study competitive advantage is understood to mean: the differential advantage that results when an organisation's leadership effectiveness differs from its competitors' leadership effectiveness, and is considered as better than a competitors' by

customers and stakeholders. This includes performing certain activities that are not performed by competitors and/or performing the activities better than the competitors, and forms the focus on developing unique leadership effectiveness in the form of an organisation's leadership brand, to assist in achieving a competitive advantage.

Globally, organisations invest significantly in leadership development programmes as part of the process of developing leaders (American Society for Training and Development (ASTD), 2011). Multinationals such as GE and IBM (2007) report spending many millions of dollars (US\$) annually on leadership development. In 2010 the overall costs of learning and development for organisations in the United States of America (USA) totalled \$171.5 billion, with 3.11% of an organisation's payroll and approximately \$1.228 per employee, spent on learning and development (ASTD, 2011). It is estimated that 35% or more of corporate training budgets is spent on managerial and leadership training and executive education (Lamoureux, 2007). This amounts to more than US\$45-billion per year spent on leadership development, in the USA alone. The US dollar-based indication of investment in learning and development by USA and globally based organisations suggests a global standard regarding the extent of investment in learning and development, including management-leadership development.

Although the financial investment in management-leadership development in general is considerable, actual monetary values of all forms of management-leadership development are difficult to assess. This is mainly because of a move away from 'formal development' to experiential learning and development, which tends to include more variables that are difficult to measure, and which impact on the cost of learning and development (Birckerstaffe, 2004; Boyatzis, 2001; De Jager, Cilliers, & Veldsman, 2003; Schaap, 2008).

In South Africa, the extent of investment in management-leadership development is indicated by the following: approximately 20% of the training budgets of organisations are devoted to management-leadership and executive development (Kagen & Bohmert, 2005). The Services Seta (SSETA), the sector education training authority in South Africa, reported that organisations spent R600-million on management-leadership development across all levels of management (SSETA, 2011).

Given that the SSETA is one of 23 SETAS in South Africa, a conservative extrapolation of organisational investment in management and leadership development indicates a significant financial investment (SSETA, 2011). The significant investment made in organisational management and leadership development is supported further by the estimated R460 million generated as gross income by five of South Africa's universities' leading business schools.

The extent of financial investment in management-leadership development points to considerable organisational budgets associated with management-leadership development interventions. It follows, therefore, that organisational leaders would be interested in optimising the organisation's return on its investment in leadership development.

The Global Economic Forum and Global Competitiveness Reports (2009; 2010) indicated the economic global connectedness due to interdependent business operations across countries. The United Nations (2011) report on the outlook for 2012 and 2013 predicts that the world economy is on the brink of another recession, and the economic problems are multiple and interconnected.

The global economic slowdown is evidenced by the collapse and the 'bail out' of major corporations, and the bankruptcy and debt problems of nations (Boorman, 2009; Boorman & Christensen, 2010; Das, 2010; Lewis, 2011). In developing economies, like South Africa, a relative slowdown in economic growth and a continued job crisis can be expected (United Nations, 2011). This results in increased challenges for organisational leaders to achieve organisational effectiveness in these developing economies.

South African organisational leaders need to find business solutions within a complex web of national competitiveness (Global Economic Forum and Global Competitiveness Report, 2009; 2010; 2011; 2012). South African competitiveness dimensions are summarised according to its positive aspects (financial market sophistication, macro-economic stability, goods market efficiency, market size, and business sophistication), and relative negative aspects (lack of technological readiness and innovation, health and primary education concerns, the lack of quality of tertiary education, the relative lack of availability of local talent and skills shortage, the increased movement of human capital-labour migration, the impact of HIV/Aids, inadequate quality and consistency of electricity supply, high levels of crime and uncertainties of the political situation) (Global Economic Forum and Global Competitiveness Report, 2009; 2010; 2011; 2012).

Organisational leadership in the complex South African context is key in shaping, influencing and sustaining a balance of challenging variables to ensure short and longer term business success. Furthermore, South African organisations function in a global business context and, therefore, need to meet the requirements of being world-class to compete effectively (Kasul & Motwani, 1995; Thorne & Smith, 2000). The leaders of South African organisations, therefore, need to find business solutions in the context of the challenges posed by the negative aspects mentioned above, and the requirement to become world-class, in order to compete effectively.

The continuously changing business environment of organisations indicates that more focus is needed on the effective leadership of organisations to ensure organisational effectiveness. The changing business environment requires that leaders adapt to and manage the increasing demands of organisational leadership (Collins & Hansen, 2011; Kaiser, Hogan & Craig, 2008).

Bennis (2007) highlights the need for an integrated theory of leadership to deal with the challenges of the 21st century such as increased globalisation and sustainable development. Bennis (2007) further indicates that organisations need to find new solutions to support the demands they face, in a continuously changing context such as the need to formulate solutions that are global and seamless across disappearing boundaries. Within this changing business context, organisational leaders, including the leaders of South African organisations, need to find new business solutions to achieve organisational effectiveness and competitiveness.

The widely publicised business failures of global companies such as: Enron (Time, 2002), WorldCom (Romar, 2006), Tyco (Ross, 2005), Arthur Anderson (Gendron & Spira, 2008), Siemens (Conery, 2008), Parmalat (Tran, 2005), and in South Africa, Saambou (Mbuya, 2003), Regal Treasury Bank (Myburgh, 2003), and the Fidentia Group (Financial Services Board, 2009), brought the focus of the leadership of organisations back to business ethics, good business practices and the support of the people within the organisation. It is evident from these cases that the apparent unethical behaviour of company leaders, which compromises the well-being of employees through loss of employment and income, is condemned by the general public (Financial Services Board, 2009; Time, 2002). Siemens' recovery from its bribery and corruption scandal in 2007, led by its board of directors, reflects the importance of leadership in establishing business ethics, and good business practices with the support of the employees (Smartbrief on Leadership, 2012). The brand value of the aforementioned organisations was probably either completely destroyed or significantly compromised due to unethical and ineffective leadership.

Increased public emphasis on good corporate governance and accountability is reflected in the new South African Company's Act (2009) and the King III (2009) guidelines. The South African Company's Act (2009) indicates that company directors have a fiduciary accountability, which includes corporate governance ("requires a director to act in good faith and for a proper purpose in the best interests of the company"), towards the company's shareholders. The King III (2009) Report for South Africa highlights the importance of an organisation's triple bottom line accountability towards social, economic, and environmental sustainability. Effective leadership, therefore, includes the adherence to the legal requirements for good corporate governance, in order to contribute to organisational

effectiveness. In the light of the South African contextual challenges and increased focus on the requirement for ethical leadership, it is evident that leaders of public listed South African organisations need to find business solutions, including organisational leadership solutions, to enhance and sustain organisational effectiveness.

Companies listed on the JSE warrant further investigation due to investor interest, their high public profile, general contribution to the economy, and the legal, financial and governance requirements of the JSE. The visibility and contribution of the effective leadership of these organisations is, therefore, considered significant to the South African market. This study, therefore, pertains to business organisations that are legal entities, in terms of the South African Company's Act (2009). Companies such as these are constituted to generate profit for shareholders, are listed on the JSE and in some cases have additional listings on stock exchanges across the world.

In the quest for business solutions, organisational leaders have used the concept of brand to assist with improving organisational effectiveness. Branding has been successfully utilised within the organisational context, particularly at the levels of products, services and organisations to help to improve organisational performance (Aaker & Joachimsthaler, 2000; Kapferer, 2008; Keller, 2003; Kotler & Armstrong, 2007).

As part of the search for new solutions to enhance effectiveness and differentiate the organisation from competitors, organisations are moving beyond the focus of strengthening individual leadership competence, to building a more general and broad organisational leadership capability. A movement towards combining the concepts of organisational leadership and brand, thereby establishing a 'leadership brand' for the organisation has emerged, to assist organisations in optimising the investment in leadership development and to achieve a competitive advantage (Ulrich & Smallwood, 2007; 2008; 2012). Based on the current published research the concept of leadership brand is broadly defined as an organisation's unique and differentiating leadership quality as compared with competitors (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

There appears to be an opportunity for organisations to leverage the investment in the development of leaders, in the more holistic concept of 'leadership brand' at the level of the whole organisation. Enhancing an organisation's brand through a unique 'leadership brand' will assist organisations in sustaining and enhancing performance (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2012).

1.2 LEVEL OF CURRENT KNOWLEDGE OF ORGANISATIONAL LEADERSHIP AND ORGANISATIONAL LEADERSHIP BRAND

This study falls within the domains of organisational leadership, and the theory of branding as related to leadership brand. The literature pertaining to organisational leadership and organisational leadership as related with the concept of brand is reviewed in the following sections. The purpose of which is to highlight certain shortcomings in the literature relating to organisational leadership and to provide an initial foundation and direction to explore the integration of concepts of organisational leadership and brand as related to organisational leadership.

1.2.1 *Current organisational leadership research as related to organisational leadership brand*

According to the ISR report (2002), the quality of organisational leadership is an important driver of employee commitment. De Geus (1997) indicates that an organisation is a 'living company' requiring the win-win integration of all stakeholders, including the alignment of company and employee's goals. Leadership plays a key role in this meta-goal and points to the need for ongoing development of the leadership talent pool to contribute to overall organisational effectiveness.

The past few decades of research on organisational leadership indicate a significant focus on establishing and distinguishing leadership competency frameworks, primarily for the development of effective individual leaders (Boyatzis, 1982; Dai, Tang & De Meuse, 2011; De Meuse, Dai & Tang, 2007; Dubois, 1998; Goleman, 1998, 2000; Kets De Vries, Frignaud, & Korotov, 2007; Lombardo & Eichinger, 2003; Spencer & Spencer, 1993; Van Der Merwe & Verwey, 2007). The competence of an individual leader is extended further to the different levels of work across an organisation from operational work (specialist and/or supervisory leadership) to strategic work (executive leadership roles) (Charan, Drotter, & Noel, 2001; Jaques & Clement, 1994; Shepard, Gray, Hunt, & McArthur, 2007).

The competence of the individual leader is extended further with a focus on the linking of individual leadership competence and results (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012). According to Ulrich *et al.* (1999) and Ulrich and Smallwood (2012), effective leadership requires a combination of suitable personal attributes and the achievement of desired organisational results represented by the formula: effective leadership = attributes x results. Personal attributes refer to the clustering of who leaders are (their values, motives, personal traits, and character), what leaders know (their skill, abilities, traits) and what leaders do (their behaviours, habits, competencies, style). The results aspect of the formula comprises the organisation's desired results (inside and outside the organisation), which are balanced

across the groupings of employees, the organisation, customers and the investors. Furthermore, the attributes x results formula of getting the basics of leadership right consists of shaping the future, getting things done, managing others, developing others, and demonstrating personal proficiency, and is supported by demonstrating leadership as an ongoing process to ensure leadership sustainability (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).

Kets De Vries (2006) indicates that effective organisational leadership comprises a combination of surgency (assertiveness, achievement and action-results oriented), sociability, receptivity, agreeableness, dependability, analytical and emotional intelligence, translated into action to achieve results. The concept of effective individual organisational leadership emphasises the importance of both the demonstration of personal attributes, competencies and the achievement of results (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012; Kets De Vries, 2006). Furthermore, Ulrich and Smallwood (2007; 2008; 2012) argue that the quality of an organisation's leaders should be at the level of the whole organisation and can be linked to the concept of an organisation's leadership brand.

As is evident from the above, the focus has been on identifying the competencies for effective individual leadership at different levels of leadership in organisations. However, the literature is not clear regarding the nature of organisational leadership at the level of the whole organisation (this means the combined leadership strength from the organisation's operational to strategic levels of leadership) and this points to a lack of clarity as to the basis of how organisational leadership can be used to differentiate an organisation from competitors.

Transformational combined with transcendental leadership is considered as an appropriate leadership approach and as a critical enabler in achieving organisational objectives in the 21st century. Transformational combined with transcendental leadership encompasses creating an inspirational vision, creating a learning organisation, inspiring, empowering and enabling others, nurturing trust, achieving business results, and sharing and celebrating success (Avolio, 2007; Bass, 1981, Cardona, 2000; Covin, Kolenko, Slighter, & Tudor, 1997; James, 2005; Kets De Vries, 2006; Kinjerski & Skrypnek, 2006; Russell & Stone, 2002; Stone, Russell, & Patterson, 2004; Thach & Nyman, 2001; Van Der Merwe, 2006; Van Dyk & Herholdt, 2004).

Research on transformational combined with transcendental leadership indicates the following leadership competencies: personal excellence, creating vision, solving problems, initiating and leading change, enabling and empowering others, interpersonal effectiveness, inspiring confidence, and driving for and achieving results (Bass, 1981; Brown & Posner,

2001; Cockerill, Hunt, & Schroder, 1995; Clarke, 2010; Kets De Vries, 2006; Northouse, 2001; Robbins, 1989; Schultz, Bagraim, Potgieter, Viedge & Werner, 2003). Transformational combined with transcendental leadership also includes the concept of 'level five' leadership, which is characterised by 'strategic executive decision-making', and the attitudes and behaviours of 'intense commitment and profound humility' (Collins, 2001).

Furthermore, transformational combined with transcendental leadership includes the concept of 'emotional intelligence', which is recognised as important for the development of emotional competence, a contributing aspect to effective leadership in organisations (Bratton, Dodd, & Brown, 2011; Burgoyne, Pedler, & Boydell, 1991; Cardona, 2000; Clarke, 2010; Fitzgerald & Schutte, 2010; Goleman, 1998; 2000; Goleman & Boyatzis, 2008; Goleman, Boyatzis & McKee, 2001; James, 2005; Kets De Vries, 2006; Koman & Wolff, 2008; Mayer, Roberts & Barsade, 2008; Russell & Stone, 2002; Stone *et al.*, 2004; Ulrich & Smallwood, 2007; 2008; 2012). It is not clear, however, to what extent emotional intelligence contributes to transformational – transcendental leadership (Antonakis, Ashkanasy, & Dasborough, 2009; Lindebaum & Cartwright, 2010).

It is evident from the literature on organisational leadership that:

- The role of organisational leaders is important in ensuring organisational effectiveness.
- Past research on leadership has mainly concentrated on the identification of the individual leadership competencies at different levels of organisational leadership (supervisory to executive leadership).
- Leadership development efforts tended to focus on individual leaders at these different levels of leadership.
- Recent research on effective leadership linked the demonstration of the abovementioned attributes (including leadership competencies) to the achievement of results.
- Transformational combined with transcendental leadership has emerged as the appropriate leadership approach for modern-day organisational leaders.

It is evident that little emphasis has been placed in the literature on the leadership effectiveness across the whole organisation, other than, Ulrich and Smallwood's (2007; 2008; 2012) view of leadership at the level of the whole organisation, which is linked to the concept of leadership brand.

1.2.2 Current research on leadership brand

The concept of a brand, a cornerstone of modern marketing, focuses on the distinctive identity and expectations of a product, service, and company that differentiates its organisation to customers in its chosen markets (Aaker & Joachimsthaler, 2000; Kapferer, 2008). Brand differentiation focuses on the competition, influencing buying behaviour, and developing brand equity.

An application of the brand concept to organisations includes the view that leadership brand lies at the heart of an organisation's identity. This occurs when a critical mass and the majority of leaders across all organisational levels reflect distinct effective leadership practices and behaviour, translated into results, when compared to others in the industry (Intagliata, Ulrich, & Smallwood, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012). Bouchikhi and Kimberly's (2008) view that authentic and strategic leadership is a key aspect to defining and managing the 'soul' of a company (its identity) is linked to the concept of a leadership brand.

At an individual level, leadership brand represents the person's authentic identity, reputation and distinctiveness as a leader, and reflects who a person is through what a person does (Kaputa, 2012; Peters, 1999; Rampersad, 2009). It is essential to align the personal leadership brand and an organisation's brand in order to create authentic organisation brand strength and value (Ulrich & Smallwood, 2008; 2012; Rampersad, 2009). This alignment assists in reflecting a distinctive identity that differentiates value to customers in a market from the competition and to influence public opinion. The organisational leadership brand's link with an organisation's employer brand also requires consideration, given leadership's impact on employee engagement.

An employer brand encompasses a range of people-related processes that combine to make an organisation a great place to work (Barrow & Mosely, 2005). Developing and sustaining an employer brand requires a clear mandate, commitment, and a proactive approach from the senior leadership team. The effectiveness of the style of the senior leadership, as well as support of and involvement in the people processes are important drivers of employee engagement and key in influencing the employer brand. In terms of the concept of employer brand. The Deloitte (2011) 'best company to work for' survey in South Africa, focuses on measuring a range of people processes, particularly from the employees' perspective, including leadership and related dimensions.

A focus on building and sustaining a broad leadership capability that delivers results, termed leadership brand, can be considered as a favourable reputation for developing exceptional leaders with a distinct theme of competence, uniquely focused to fulfil customers' and

investors' expectations (Ulrich & Smallwood, 2007). The business value of a distinct leadership brand is evident in increased market share and higher share price earnings ratios than other companies in the same industry (Ulrich & Smallwood, 2007).

Investment analysts' view of the quality of management-leadership is significant in valuing the shares-stock of an organisation. Depending on the industry, up to 45% of investor decisions can be linked to a company's 'quality of management' (Low & Siesfeld, 1998). The quality of an organisation's leadership's influence on investor decisions is linked to the influence of an organisation's reputation. Effective management of an organisation's reputation by the Chief Executive Officer (CEO) and senior management has increased significantly in recent years and has been shown to impact up to 46% on a company's reputation (Ford, 2006). It is, therefore, apparent that the quality of an organisation's leadership impacts on the financial value in terms of share price, investor decisions and also, the organisation's reputation.

Building a distinctive leadership brand requires a focus on building organisational leadership capability at all organisational levels. According to Ulrich and Smallwood (2007; 2012), an 'outside-in' approach to building a leadership brand should be adopted where customers, investors and other stakeholder's views are considered and integrated into shaping leadership capability. The 'outside-in' perspective should be linked with the organisation's 'inside-out' approach to leadership brand, where employee behaviour and views are aligned with the perspectives of customers and investors (Ulrich & Smallwood, 2007; 2012). An organisation's 'outside-in' and 'inside-out' approaches to building leadership brand enable the involvement and alignment of all key stakeholders with building, embracing and sustaining a strong organisational leadership brand.

In essence, current research on the leadership brand concept appears to focus on a combination of organisational processes that function together (based on the 'outside-in' and 'inside-out' approaches) to form an identity or brand that is distinctive from competitors, and is characterised by the following elements:

- The identity (brand) of an organisation's leaders across all levels is differentiated from its competitors (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).
- It provides a differentiation, from the perspective of employees—the inside view of the leadership brand (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).
- It provides a differentiation, from the perspective of customers and investors—the outside view of the leadership brand (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).

- The individual leader's authentic brand across all levels is aligned with the organisation's leadership brand (Bouchikhi & Kimberly, 2008; Rampersad, 2009).
- It consists of the organisation's overall leadership competence (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).
- It results in the increased overall business value to an organisation, currently and in the future (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).

In the South African context, it has been suggested that this country needs to develop its own brand of leadership, considering its mix of unique demands, challenges and followers (Schultz *et al.*, 2003). The views of South African managers in the Eastern Cape motor industry regarding leadership brand, as formulated by Ulrich and Smallwood (2007), were investigated. Although managers supported the idea of developing a positive leadership brand, there was no commitment, largely due to lack of support from senior leadership and limited access to resources, to invest in developing a company leadership brand (Baatjes, 2006).

This study is based on the need to find a solution to assist organisations in the quest to employ organisational leadership in differentiating the organisation from competitors and consequently enhancing organisational success. The study's aim, therefore, is to develop an organisational leadership brand model that would guide leaders of public listed South African organisations in the formulation and implementation of their organisational leadership brand. Successful implementation of an organisation's leadership brand should assist in leveraging the organisation's leadership capability and consequently assist in differentiating the organisation for competitive advantage.

The overview of the literature on organisational leadership and organisational leadership as related to brand, points to a research problem regarding the concept of leadership brand for South African organisations.

1.3 IDENTIFICATION OF THE RESEARCH PROBLEM

Other than research by Intagliata *et al.* (2000), Ulrich and Smallwood (2007; 2008; 2012), and Ulrich *et al.* (1999) little research appears to have been published on the concept of leadership brand for organisations. Furthermore, no published research on leadership brand within the context of public listed South African organisations could be identified.

Ulrich and Smallwood (2007; 2008; 2012) postulate that the quality of an organisation's leaders should be positioned at the level of the whole organisation. No published research could be found on conceptualising organisational leadership (OL) at the level of the whole

organisation for South African organisations. This suggests an important 'gap' in knowledge as the concept of leadership brand appears to be linked to leadership at all levels of an organisation.

The lack of published research into the concepts of OL at the level of the whole organisation and leadership brand for organisations, particularly pertaining to public listed South African organisations, results in a lack of an empirical basis for the concept of organisational leadership brand (OLB) for public listed South African organisations. Companies listed on the JSE are important due to investor interest, their high public profile, general contribution to the economy, and the legal, financial and governance requirements of the JSE. The effective leadership of these organisations due to their visibility and economic and social contribution is, therefore, considered significant in the South African market.

Furthermore, the lack of an existing empirical basis for conceptualising leadership brand in the form of an OLB model, to guide the leaders of public listed South African organisations in formulating an appropriate OLB, may detract from improving organisational effectiveness and competitive advantage. Within the context of continuous change and increasing global and local competition, the leaders of South African organisations have an opportunity to use the guidance provided by a leadership brand concept model to differentiate the organisation through a unique leadership brand, thereby enhancing organisational effectiveness and leading to competitive advantage.

As pointed out earlier competitive advantage refers to the differential advantage that is created when an organisation's leadership brand differs from its competitors and is considered as better than a competitor's by customers and stakeholders. An OLB model should assist leaders of South African organisations in developing a unique leadership brand according to their requirements, which may assist them in differentiating the organisation from competitors.

1.4 RESEARCH QUESTIONS AND OBJECTIVES

Based on the current level of knowledge regarding OLB, particularly within the South African business context, the following research questions inform the study:

- What are the characteristics of the business context for leaders of South African public listed organisations?
- What is the nature of OL for South African public listed organisations?
- What is the nature of the OLB concept?
- What are the elements of an OLB concept for public listed South African organisations?

Based on the research questions the primary research objective of this study is to investigate and establish an OLB concept model for public listed South African organisations. Based on the research questions and primary research objective, the research objectives are formulated as follows:

1. To identify and describe the characteristics of the business context for leaders of South African public listed organisations.
2. To describe the way in which the concepts of OL and brand can be integrated to enable the formulation of an exploratory conceptual model of OLB.
3. To identify the elements of the OLB concept for public listed South African organisations, by considering
 - 3.1 the general nature and role of OL,
 - 3.2 the nature and role of OL for public listed South African organisations,
 - 3.3 the general nature of the OLB concept for public listed South African organisations.
4. To formulate an OLB concept model for public listed South African organisations.
5. To explore, statistically, an OLB concept model for public listed South African organisations.

1.5 RESEARCH METHODOLOGY

Within the pragmatic approach, the mixed methods research methodology and design was used to investigate the problem statement and the research objectives. The following sections describe the combined qualitative and quantitative research approach, the sampling strategy and study sample, the data collection process, and the instruments to gather data and steps for the analysis of the data.

The flow of the research is summarised in Figure 1.1, indicating the stages of the research process from the discussion of the literature and conceptualisation of the concepts of OL and OLB, to the qualitative and quantitative stages and phases, the analysis of data, and finally the integration of research findings. These are expanded on in more detail in the sections that follow.

1.5.1 *Research approach*

The pragmatic approach served as the foundation of this study, which adopted an exploratory mixed methods research design, combining both qualitative and quantitative research methods to conduct the exploratory research. One of the research approaches a researcher can adopt to achieve the research objectives is the mixed methods approach

(Creswell & Plano Clark, 2011). The mixed methods research approach is valuable because it allows the researcher to answer research questions that cannot be answered by applying a single approach (Leech & Onwuegbuzie, 2009; Creswell, 2009).

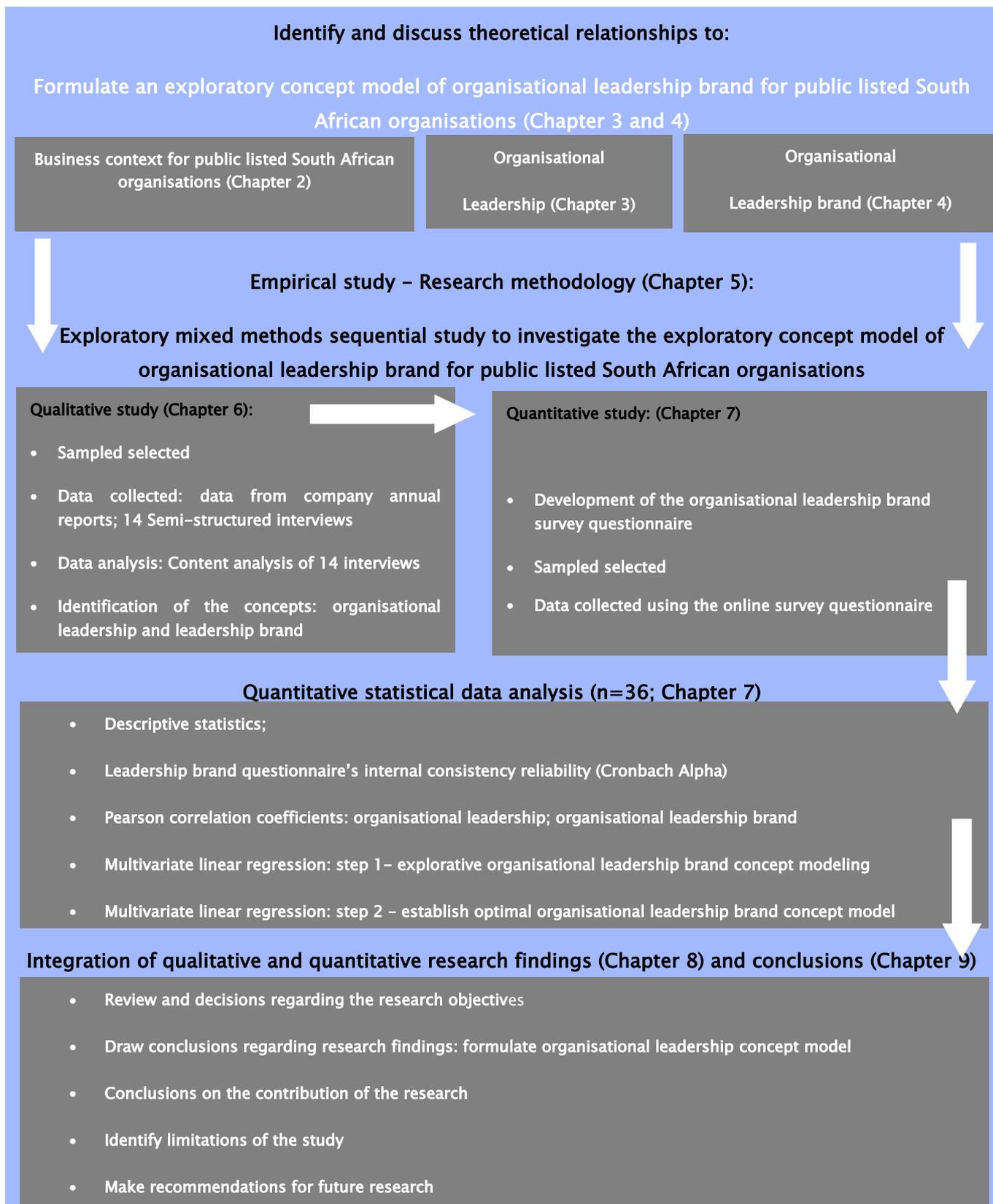
In particular, this study adopted an exploratory, partial mixed method and sequential exploratory research design with a qualitative emphasis supported by a quantitative approach to address the exploratory research objectives (Creswell & Plano Clark, 2011; Leech & Onwuegbuzie, 2009). The chosen mixed methods approach was adopted to reflect the absence of published research into the concepts of OL and OLB for public listed South African organisations.

Rather than treating the OL and OLB concepts as pre-determined objective realities, the interpretive aspect of the qualitative research allowed for questioning of the meaning of these concepts (Creswell & Plano Clark, 2011; Johnson & Onwuegbuzie, 2004; Yardley & Bishop, 2007). A qualitative approach was, therefore, adopted in stage one to gather information to explore and establish the concepts of the nature of OL and OLB for South African public listed organisations (Figure 1.1).

The second and quantitative stage (Figure 1.1) followed sequentially and separately (partially mixed method), to further explore and test the exploratory concept model of OLB for public listed South African organisations. A survey questionnaire was used to gather data on these concepts to enable an exploratory statistical analysis of the data. The qualitative approach was emphasised relative to the quantitative approach given the exploratory nature of the research objectives.

The first stage of the mixed method design was a qualitative stage (Figure 1.1). The qualitative stage used semi-structured interviews as core to the qualitative approach. This allowed the researcher to explore and establish the concepts and elements of OL and OLB, and to provide a foundation for the development of the quantitative instrument, the survey questionnaire. The researcher personally conducted the interviews with a sample of senior leaders involved at the strategic level of public listed South African companies that participated in this study.

Figure 1.1: Summary of the flow of the research process



According to Shao (1999), the use of semi-structured one-on-one interviews results in accessing rich data. The interactive nature of the semi-structured interviews enabled

application of both the interpretive (interviewing and observation) and constructionist approach. The interpretive approach includes the discursive process, where the interviewer carefully analyses and interprets the actual text to find its meaning. The constructionist approach focuses on language as the object or field of study to find the meaning in the feedback (Holstein & Gubrium, 2008). The interactive nature of the semi-structured interviews with the senior organisational leaders enabled access to the rich experience and views regarding leadership within the organisational context (De Vos, Strydom, Fouche, & Delpont, 2011).

During the second and quantitative stage (Figure 1.1), a questionnaire, which was designed using the qualitative findings, was used to gather data and to access a relatively larger number of widely distributed respondents over a relatively short time, and in a cost effective manner (Huysamen, 2001). The leadership brand questionnaire was tested for online functionality. This was followed by the electronic distribution of the online questionnaire to identified senior leaders working in public listed South African organisations.

A combination of the qualitative and quantitative approaches achieves methods triangulation. According to Creswell (2008), Huysamen, (2001), and Neuman (2003) this enhances the integrity and quality of research by checking the consistency of findings by using more than one method of data collection.

1.5.2 Sampling strategy and study sample

Kerlinger (1986) states that the population and sample, as well as its representatives, are critical to a study. During the first step of the qualitative stage, six reputable public listed South African companies were identified for the data analysis of themes relating to OLB, as identified in the literature. The purposefully selected and convenient sample for the research study comprised organisational leaders of public listed companies, who were at a senior leadership level.

The sampling strategy used for the semi-structured interviews and survey questionnaire was a purposive sampling method. In purposive sampling the researcher may use experience, skills and knowledge to choose the sample (Figure 1.1). The researcher, according to Rubin and Babbie (2005), uses his or her ability and judgment to choose the organisations and respondents who best meet the purposes of the study. Neuman (2003) is of the opinion that purposive (or judgment) sampling is advantageous in the following situations: the sample is difficult to reach or is very specialised, the researcher wants to identify cases for in-depth investigation, and in selecting unique cases that will be very informative.

Based on these criteria the purposive sampling strategy was applied and senior leaders in public listed South African organisations were identified for both the qualitative and quantitative phases of the study. However, the sample participants differed significantly for each of the qualitative and quantitative research stages.

1.5.3 Data collection process

The first step in the qualitative data collection phase focused on extracting data on OLB from public listed company annual reports across a number of industries. The OLB model dimensions as identified in the literature were explored by investigating data contained in the annual reports of six public listed South African companies over a minimum of five consecutive years (Figure 1.1).

During the second step (Figure 1.1) in the qualitative data collection process, semi-structured in-depth interviews were conducted with the senior organisational leaders of public listed South African organisations across a number of industries (financial services, mining, information technology and communications, retail, manufacturing and services). The interviews assisted the researcher in uncovering leaders' underlying motivations, perspectives and attitudes about the nature of OL and OLB concept.

The third data collection step (Figure 1.1) took place during the quantitative stage and comprised the design and use of a questionnaire that was distributed to the purposive sample in an online format. The online application assisted the researcher to make contact with the identified people in a confidential manner and in a short time period. Respondents, according to Huysamen (2001), are more likely to give their true perspectives if information is managed confidentially.

1.5.4 Data analysis

During the qualitative stage the first step (Figure 1.1) was the data analysis of the six identified public listed South African organisation's annual reports. Content analysis was used to identify the information contained in the annual reports based on some of the elements (such as investment in training and development, staff satisfaction, corporate social responsibility, customer service, stakeholder consultation, corporate governance) of the OL and OLB concepts identified in the discussion of the literature.

During the second step (Figure 1.1) of the qualitative stage the semi-structured interviews were conducted and the data analysis utilized the coding and content analysis of the transcripts of the digitally voice recorded interviews, focusing on significant statements, meaning units, textual and structural description of the 'essence' of the views, and

experiences of the senior leaders (Babbie & Mouton, 2001; Thomas, 2003; Castrol, Kellison, Boyd, & Kopak, 2010). The OLB categories and sub-categories were identified and formulated to investigate further the OLB concept. Furthermore, the exploratory OLB concept provided the foundation to assist in designing the quantitative survey questionnaire, aimed at further investigating the concepts of OL and OLB.

Two independent professionals (an academic and an industrial and organisational psychologist) inspected the method of analysis for the semi-structured interviews for application consistency. Secondly, these professionals inspected the data categorisation into the emerging content themes relating to the concepts of OL and OLB within the South African context. These independent professionals assisted in enhancing the trustworthiness of the data gathered and analysed from the qualitative interviews (Lincoln & Guba, 1985).

In the quantitative stage (Figure 1.1) the data gathered by means of the survey questionnaire were analysed using various statistical techniques. The quantitative sample was profiled using descriptive statistics (one way frequency tables) followed by a combination of composite frequency tables and the Chi-square test statistic to obtain an understanding of how the respondents viewed the questionnaire items in terms of the various OL and OLB elements.

The next step in the analysis focused on the psychometric properties of the survey questionnaire, particularly the calculation of the internal consistency reliability of each of the questionnaire's items that comprised the concepts and sub-concepts by using the Cronbach Alpha coefficient (Cronbach & Shavelson, 2004; De Vos *et al.*, 2011). Following the confirmation of the internal consistency reliability of the items comprising the OL and OLB concepts and sub-concepts further exploratory analysis of the inter-relationship between the concepts and sub-concepts (OL, OLB and stakeholders) and within the concepts, was investigated via correlation matrices (Pearson's correlation coefficients). This was followed by multivariate linear regression using two stepwise regression approaches, namely forward selection and backward elimination. The final exploratory statistical step in the analysis was multivariate linear regression to find the optimal OLB concept model solution.

In the final research stage (Figure 1.1), the qualitative and quantitative research findings were integrated to draw conclusions and to formulate and describe the OLB conceptual model for public listed South African organisations.

1.6 ETHICAL ACCOUNTABILITY OF THE RESEARCH

The research was conducted according to the University of South Africa's (UNISA) policy on research ethics (2007) which includes the requirement to address research in terms of the researcher, the respondents, and the risks to UNISA. Furthermore the American Psychology Association guidelines were adhered to in terms of research ethics and the code of conduct regarding the requirement for informed consent of the study participants (APA) 2010.

1.6.1 *The researcher*

The researcher abided by the UNISA policy 5.2 regarding the integrity of the research and displayed professional behaviour as a researcher and professional (Industrial and Organisational Psychologist, registered with the Health Professions Council of South Africa) at all times in the engagement with the respondents, who were senior representatives of several organisations and industries. The researcher committed to providing feedback to the respondents in the form of an executive report on the research findings.

1.6.2 *The respondents*

The researcher abided by the UNISA policy part 2, sections 1 to 4 regarding the rights of and conduct with the respondents. The respondents were invited to participate and their voluntary informed consent for participating was obtained (APA, 2010). The respondents, senior leaders from public listed South African organisations were informed of the purpose and nature of the research study, as well as the nature of the personal engagement required with the researcher by verbal and written communication (Appendix 7). The anonymity of the participants was assured regarding the respondent data matching and the securing of the data ensured the respondents privacy and confidentiality. Except for the companies identified by the annual reports, which according to the South African Companies Act (2009) are available in the public domain, and were analysed as part of the initial data analysis, all other organisations that respondents represented in the qualitative and quantitative research stages, were assured confidentiality.

1.6.3 *Risk to UNISA*

The UNISA policy on research ethics was applied according to the nature of the research within the context of public listed South African organisations. All possible measures were taken to ensure ethical research and, therefore, no risk to UNISA was evident.

1.7 STRUCTURE OF THE THESIS

The thesis is organised across the following chapters:

1.7.1 Chapter 1: Background and orientation

The research is introduced outlining the background and motivation for the study. The research problem and the primary and sub-objectives are stated followed by a review of the literature on leadership brand and OL as related to the concept of brand. The research methodology is outlined including the research approach, sampling strategy, data collection and analysis, and this is followed by confirming the ethical approach and the structure of the thesis.

1.7.2 Chapter 2: The 21st century business context

The context for OL is described, including the global influences on business, and the local business environment challenges for organisational leaders. These challenges are analysed and described as a basis for the evaluation of the current leadership research related to the nature of OL knowledge to follow in Chapter 3.

1.7.3 Chapter 3: The nature of organisational leadership in a changing business context

The concept of OL is investigated and described. This includes the theory and models of leadership in terms of their relationship to OL for 21st century organisations, and leadership brand. Finally, effective OL is explored and conceptualised for South African organisations. The research related to OLB and organisational brand follows in Chapter 4.

1.7.4 Chapter 4: The organisational leadership brand concept

The implications of research on the concepts of brand and leadership brand are investigated followed by an analysis of current leadership brand and related leadership-related brand knowledge. The pertinent features of current knowledge on OL relating to brand concepts are highlighted. Finally, an exploratory conceptual OLB model for public listed South African organisations is postulated.

1.7.5 Chapter 5: Methodology

The research methodology to be used to address the research problem and the research objectives is discussed. The research approach, the research design and method to be used and the phases of the research are described. The empirical research questions and research process followed are listed and discussed, including the sampling, data gathering, design of the questionnaire and the proposed data analysis.

1.7.6 Chapter 6: Qualitative findings

The findings from the qualitative research are reported in alignment with the research objectives.

1.7.7 Chapter 7: Quantitative results

The results from the quantitative research are reported and the research objectives tested.

1.7.8 Chapter 8: Integration of the qualitative findings and quantitative results

The findings of the qualitative and results of the quantitative research are integrated and interpreted including the findings from the discussion of the literature. The empirical results are reported and the OLB conceptual model for public listed South African organisations is formulated, to address the research problem and research objectives.

1.7.9 Chapter 9: Research overview, main findings, contribution, limitations, and suggestions for future research

The research findings are summarised, the research contribution is described, and the strengths and weaknesses of the study are described. This is followed by suggestions and recommendations for future research resulting from this study.

1.8 CONCLUSION

This chapter focused on an overview of the intended research to set the scene for the study. The research was introduced and the motivation for the study was outlined followed by the identification of the problem linked to an overview of the current research relating to the concepts of OL and OLB. The study questions and the primary and sub-objectives were listed, followed by a description of the chosen research approach and design. Finally, the ethical approach to the research and the structure of the thesis were outlined.

The literature overview covered the current information on leadership as related to OL research and as related to OLB and related organisational branding. The apparent 'gaps' in the current published research were highlighted and this forms the basis for the primary study objective which is: to investigate and establish an OLB conceptual model for public listed South African organisations.

Chapter 2 investigates the concept of OL in a changing business context. The particular focus of the chapter is to describe the South African business context in order to consider the implications for the leaders of South African organisations.

CHAPTER 2: THE 21ST CENTURY BUSINESS CONTEXT

2.1 INTRODUCTION

This chapter describes the business context of the 21st century from a global and South African perspective in terms of the challenges for organisational leaders to achieve organisational effectiveness. Global and local organisations operate within a complex web of economic global connectedness due to interdependent business operations across countries and national competitiveness (Global Economic Forum and Global Competitiveness Report, 2009; 2010; 2011; 2012). The Global Competitiveness Report (2009; 2010; 2011; 2012) and United Nations report (2011) describe some of the challenges that are unique for leaders of South African organisations. These challenges are relevant given that South African organisations operate within the context of an open system of global and local competition (Baker & Maddux, 2005; Baruch & Ramalho, 2006; Cummings & Worley, 2005; Francis *et al.*, 2012).

Therefore, the possible unique leadership challenges South African business leaders face, requires an understanding of the South African business context as this is essential in identifying the elements for describing the concept of OL for South African organisations. A description of the concept of OL provides the basis for investigating the links of OL with the concept of brand as part of the research process of exploring the development of an OLB conceptual model for public listed South African organisations.

Furthermore, the focus of this chapter is on addressing the first research objective: To identify and describe the characteristics of the business context for leaders of public listed South African organisations: To address this research objective, the following chapter structure is used to enable a discussion on the global and South African business context, and the leadership implications of South African organisations in achieving organisational effectiveness:

- To develop an understanding of the changing global leadership context,
- Secondly, to develop an understanding of the changing South African business context and the leadership implications for achieving effectiveness for public listed South African organisations.

2.2 THE CHANGING GLOBAL LEADERSHIP CONTEXT

The 2008-2011 global economic crises illustrate the business interdependency globally and its impact on South African business operations and society. The 2009, 2010, and 2011 Global Economic Forum and Global Competitiveness Reports, as well as the United Nations (2011) report on the pessimistic outlook for 2012 and 2013, illustrate the global interdependency of business organisations. Some of the reported results of the global economic crises by Boorman (2009), Boorman and Christensen (2010), Das (2010) and Lewis (2011), include the following:

- The economic collapse and the 'bail-out' of leading institutions such as Lehman Brothers, Citibank, Bank of America, Chrysler, American International Group (AIG), General Motors, Bank of Scotland and Bank of Ireland in the developed world.
- The economic collapse of countries such as Iceland, Greece, and Ireland.
- Government debt challenges such as in the USA, England, Portugal, Italy, Spain, Belgium, Latvia, Russia, Ukraine and Japan.

The above examples suggest a challenging and uncertain business context for organisational leaders. The economic development of African countries, according to the Global Economic Forum report (2009) is impacted by the global economic challenges. This includes leaders of African-based organisations.

The economic development opportunities and risks are described in the sections that follow.

The 2009 Global Economic Forum's agenda included a focus on rethinking Africa's growth strategy. The various strategic dimensions critical to future economic prosperity of Africa were highlighted, including:

- The increased role of telecommunications in access to health, education and finance
- The increased role and economic contribution of women
- Increased foreign and local investment and the role of the Africa-China partnership
- Africa's agricultural opportunity to become a major producer and supplier of food to the world.

The above strategic dimensions suggest business opportunities and challenges for leaders of African, including South African organisations.

Furthermore, the McKinsey Report (2010) on the progress and potential of African countries (which indicates the most significant investment returns across developing regions) highlights the economic opportunity that Africa offers. The report concludes that if the positive investment returns that were identified up to 2010 continue in the areas of telecommunications, mining, infrastructure and agriculture, Africa should play an increasing role in enhancing the global economy.

Furthermore, the Standard Bank Economic Report (2011) indicates that the positive impact of African macro trends on business opportunities highlight the increasing positive economic role that Africa will play within a global context. The potential for economic development for South Africa within a global context is also enhanced following the inclusion in the developing nations broad collaborative arrangement, termed BRICS (Brazil, Russia, India, China, South Africa) (South Africa - The Good News, 2012; Standard Bank Economic Report, 2011).

In contrast to these emerging positive economic trends for Africa, the global economic slowdown over the period 2008 to 2011, the pessimistic outlook for the 2012–2013 period, and the business interdependency between countries, should result in continuous change and negatively impact on the global economic system. A further slowdown in the demand for goods and services as well as investment in infrastructure in the developed world, will most likely lead to a reduction in supply from the developing world, resulting in greater unemployment (Deloitte, 2012; United Nations, 2011).

The aforementioned global and African economic context provides leaders of South African organisations with some strategic perspective to assist in formulating solutions to deal with possible business implications. These strategies might be in contrast to the previously mentioned Africa-related context and suggest an evolving and increasing complexity for leaders of South African organisations. The following section describes the concept of organisational complexity and the OL implications for organisational effectiveness.

2.2.1 Organisational complexity and leadership

Lussier and Achua (2001) point out the key role of leadership within a changing context. They believe that the companies that will survive in the new global competitiveness environment will be those that can attract, develop and retain effective leaders.

Successful 21st century leaders should be able to thrive in complex environments and this requires the consideration of enhanced leadership competencies (Bennis, 2007). The meaning and scope of complexity that organisational leaders need to deal with to assist in

achieving organisational effectiveness, is discussed in the next section, to contribute to the conceptualisation of organisational leadership.

Complexity theory, as proposed by Morrison (2008), offers some insight into the open complex systems environment of 21st century organisations. Complexity theory is based on a systems view of organisations being open entities that survive, self-change and organise through mechanisms of feedback, open systems, learning, adaptability, communication and emergence.

According to Morrison (2008:21), complexity “resides at the edge of chaos” – the point where the system threatens to collapse, the point of complete unpredictability – and if order is not imposed, it emerges in an unpredictable manner. The unpredictability, randomness and continuous rate of large scale change supports Burns’s (2002:42-56) idea that “chaos is here to stay”.

According to Burns (2002) and Keene (2000), leadership is critical in ensuring that an organisation is effectively led under conditions of chaotic randomness. A leader is not expected to make the business stable, but rather to effect change that brings about chaos. The extent of manageable chaos, within organisations, initiated by their leaders will, therefore, serve as an indication of the levels of creativity and innovation within those organisations.

A further view of complexity in organisations, according to Baum (2002) and Von Eck (2007), is that an organisation is a complex network of functions, as an open social system and systems within systems that are continuously shaped, to contribute to organisational effectiveness. Veldsman (2002) argues that an organisation in this changing context is considered as a patterned network of interacting systems. Veldsman (2002) proposes that this organisational landscape’s network of energy nodes comprises the following variables in a context of constant change: environment, strategic intent, leadership, culture, architecture (design), resources and outcomes. The combination of these strategic variables needs to be integrated and constantly aligned to each other and the organisation’s strategic objectives to enable sustained organisational effectiveness. The leadership of organisations is, therefore, one of these strategic variables that requires integration to sustain organisational effectiveness.

Veldsman (2002) indicates that four complexity factors in organisations need to be considered for OL to achieve organisational effectiveness:

- Boundaries: including local to global business context and short to longer term planning time frame,
- Scope: single to multiple strategic business variables such as markets, customers, products and services,
- Variety: simple uniform to complex diverse organisational variables such as strategies, policies, processes, procedures, resources, and systems,
- The nature and rate of change: incremental to revolutionary change.

Organisational leaders need to integrate these four complexity factors into their strategic business solutions to assist in achieving organisational effectiveness. Furthermore, leaders need to consider the impact of the global business environment described below.

The global business environment is being shaped by the four forces, inter-related forces: social, technological, economic, and political and governmental. This suggests increased contextual complexity for organisations (Conklin, 2011). These forces are also evident in the Hay Group report (2011) on the OL challenges for the future, highlighting the following six megatrends: accelerating globalisation, climate change, and its environmental impact, scarcity of resources, demographic change; customer and employee individualisation and values pluralism, increasingly digital lifestyles, and technology convergence.

Furthermore, the research by the London Business School on the future of work indicates that the five change forces of technological developments, globalisation, demographic changes, social trends, and low carbon developments, are re-shaping organisational work (Gratton, 2010; 2011). In particular, the nature of organisational work requires transparent and authentic leadership, high performing virtual teams, valuable cross business networks and relationships, valuable relationships with partners, consumers and entrepreneurs, and flexible working (Gratton, 2010, 2011, 2012).

These trends point to a business context of increased change and complexity. Furthermore, the McKinsey Report (2012) on leading organisations in the 21st century outlines the exponential change taking place due to the reshaping of the global economy. Regions such as Africa, China, India, and Brazil, show more economic growth than economies in the West, the rate of innovation has increased significantly, and the convergence of technologies has created new communication networks.

The trends indicated by Gratton (2011), the Hay Group (2011) and McKinsey (2012), suggest that organisational leaders of the 21st century have to be adept conceptual and

strategic thinkers, and decisive when dealing with immediate challenges. They need to demonstrate deep integrity and intellectual openness, be able to stay in touch with the more detailed-frontline, customer-focused organisational reality, and find new ways to create stakeholder loyalty. They also need to be more culturally sensitive, able to enhance employee engagement and develop talent, able to lead increasingly diverse and independent – virtual teams without direct authority, more collaborative both inside and outside the organisation, able to prioritise issues to deal with crises, and capable of managing personal emotional resilience (Hay Group, 2011; McKinsey, 2012). These emerging leadership competencies are required to deal effectively with the complexity of the 21st century business environment, and they form part of the process of conceptualising organisational leadership. They are also aligned to the changing workplace of organisations.

The above described macro business context causes changes to the organisational workplace paradigm (Kets De Vries, 2006). The three trends of the changing organisational workplace paradigm are described as the change from the three C's of control, compliance, and compartmentalisation to the three I's of ideas, information and interaction (Kets De Vries, 2006). The new organisational paradigm's central theme concerns people and processes and is based on continuous and discontinuous change, it is customer driven, has a global perspective, and requires a networking architecture and a respect-based, authoritative leadership style.

The emergence of the new paradigm is reflected for example, in the advent of social media, which opens up immediate communication to all organisational stakeholders. This results in redefining the notion of control in organisations and pointing to leadership's need for values driven interaction (Deiser & Newton, 2013; Forgive, 2012). Given the new organisational paradigm, the design of organisations tends to be flat and organic in nature, fluid and action-oriented (Hay Group, 2011; Kets De Vries, 2006).

The new organisational paradigm is further supported by the recent IBM CEO report (2012) on "leading through connections" which describes findings regarding the recent integration and convergence of the digital, social and mobile spheres. This convergence of technology has enabled the connection of customers, employees and partners in new ways, including the use of social media, to various organisations and to each other. This has resulted in increased transparency, integrity, and sincerity of organisational communication to stakeholders.

As such, leaders need to provide wisdom in using new digital technologies. They also need to be good role-models demonstrating high levels of openness, integrity and sincerity to preserve corporate values and reputation (Hay Group, 2011).

As a result of a more complex world, the emergence of the new organisational paradigm requires organisational leaders, including leaders of South African public listed organisations, to become: proponents of leadership across the whole organisation, sharers and facilitators of knowledge across the organisation, storytellers to engage, envision and inspire employees, acutely customer-focused, relationship builders, custodians and builders of cultures of empowerment, learning, innovation, cross functional-synergistic teamwork and enjoyment; custodians of requisite authority and discipline; measurers of financial performance and results; and prudent financial-resource allocators (Bennis, 2007; Gratton, 2011; Hay Group, 2011; Kets De Vries, 2006; McKinsey, 2012). These aspects suggest a changing nature of organisational leadership, which will be discussed in more detail in Chapter Three on the conceptualisation of organisational leadership.

Organisational leaders will, therefore, be required to formulate solutions that integrate the above mentioned trends to bring about change in ensuring sustained organisational effectiveness. A more detailed discussion of the South African business context may assist in conceptualising OL for public listed South African organisations.

2.2.2 Overview of the changing South African business context

Significant opportunities for business growth are available to South African organisational leaders. Business opportunities for investment, growth and expansion into other markets and countries are evident from a number of local organisations, such as South African Breweries (now SAB Miller), Anglo American, Standard Bank, Old Mutual, MTN and Goldfields, which are all now international companies. Also, recent events such as the 2010 FIFA World Cup, hosted by South Africa, promoted the country and Africa to the world on a massive scale, and contributed to creating a positive image about South Africa's business capability to operate internationally (Berg, 2010; Gibson, 2010; Van Der Merwe, 2010). However, the recent downgrading of South Africa as an investment destination by the global rating agencies of Standard and Poor's, and Moody's, largely as a result of the large scale disruption in the mining sector, has detracted from the positive business image created in 2010 (Financial Times, 2012).

The current reality and business context for South Africa is evident in the Global Competitiveness Reports for 2008 to 2009 and 2010 to 2011, which rank South Africa 44th out of 131 and 54th out of 132 countries respectively. The ranking indicates a country's overall competitiveness relative to other countries.

The 2011 to 2012 Global Competitiveness Report indicates a marginally improved ranking for South Africa of 50th out of 142 countries. This ranking is based on the 12 strategic pillars

that differentiate a country's economic competitiveness from other countries (the South Africa 2011 to 2012 ranking out of 142 countries appears in brackets with 1 being the highest ranking).

The 12 strategic pillars and South Africa's ranking are: Institutions (46), Infrastructure (62), Macro-economic environment (55), Health and Primary education (131), Higher education and training (73), Goods market efficiency (32), Labour market efficiency (95), Financial market development (4), Technological readiness (76), Market size (25), Business sophistication (38), and Innovation (41). The 12 strategic pillars utilised in the Global Competitiveness Report provide leaders of South African organisations with an important perspective on the contextual issues that may shape business decisions either as individual and/or collaboratively as a business community. South Africa's overall 50th ranking can be considered to be relatively weak in terms of global competitiveness.

In a separate ranking survey, Switzerland's Institute of Management Development's World Competitiveness Yearbook (2012) rates the ability of 59 industrialised and emerging economies 'to create and maintain an environment that sustains the competitiveness of enterprises'. Country data was evaluated on 327 distinct criteria, grouped into four competitiveness factors of government efficiency, business efficiency, economic performance and infrastructure. The survey indicates that South Africa improved its overall relative competitiveness ranking, moving up two places since 2011 to be ranked 50th out of the 59 countries surveyed. However, South Africa dropped three places to be ranked 57th in terms of economic performance.

Comparing South Africa's overall competitiveness ranking with other comparable countries, including Brazil, Russia, India, and China (the other members of BRICS), South Africa performed better than Argentina (55th), but worse than China (23rd), India (35th) and Brazil (46th). Furthermore, the Deloitte (2012) Chief Financial officer survey indicates that the global economy has become more unsettled since 2011 and the impact on South African organisations resulted in the adoption of a very cautious approach to business. The survey report also indicates that due to the increase in global competition, South African organisations will have to become more competitive.

Competitiveness rankings such as the above suggest that South Africa's organisational leaders need to focus on improving organisational effectiveness to enhance the nation's overall competitiveness. Enhanced broad-based OL should increase South Africa's global competitiveness, which should lead to an increase in foreign direct investment, resulting in increased economic opportunities for South African organisations (The Africa Competitiveness Report, 2011; Global Competitiveness Report, 2011 to 2012).

Increasing OL challenges and opportunities facing South Africa appear evident. South Africa's competitiveness has been reported with overall satisfactory results in the categories of financial market sophistication, macro-economic stability, goods market efficiency, market size, business sophistication and institutions. However, leaders of South African organisations face challenges in terms of the technological readiness and innovation. Although the Global Competitiveness reports indicate that South Africa is rated at a satisfactory level on the basic requirements dimensions, the areas of health and primary education are of further concern.

The following factors are areas of concern that add to the challenges of South African organisational leaders in an already complex and challenging global and local business environment: the impact of HIV Aids on business; general quality of education and the inadequately educated workforce-shortage of skills; inadequate quality and consistency of electricity supply; high levels of crime; inefficient government bureaucracy; restrictive and inflexible labour regulations, and general corruption, particularly regarding government tenders.

The above areas of concern indicate that organisational leaders may need to influence multiple stakeholders and navigate through the challenges of formulating and implementing new solutions. This should enable organisational leaders to assist locally based organisations to develop into a position of sustaining organisational competitiveness.

The following conditions inherent in the South African business environment add further complexity to the context for organisational leaders:

- Emigration: according to the Department of Statistics (2008), the emigration of skilled specialists and professionals (the 'brain drain') and the, "ease of hiring foreign labour", according to the World Bank Report (2009) also contributed to making this South Africa's lowest performance category.
- Over regulation: in 2009 and 2010 the World Bank ranked South Africa 32nd and 34th out of 180 and 183 countries respectively on "the ease of doing business" (the extent of governmental regulations on companies). Although this overall ranking may appear impressive, certain legislative and across-border trade issues are ranked much more negatively, adding to the business challenges.
- Economic growth: despite the ranking by the International Monetary Fund's World Economic Outlook (2010) of South Africa in the top 10% of counties in terms of Real GDP Growth Projections for 2010 and the relatively strong overall economic

performance in 2010, South Africa still faces a long-term major unemployment challenge (United Nations, 2011).

- Information technology: according to the World Economic Forum's global information technology report (2010), South Africa is ranked 62nd and down to 72nd in 2012 out of 133 countries regarding information, communications and technology (ICT) readiness.
- Economic freedom: the Heritage Foundation (2010) ranked South Africa 72nd out of 179 countries in 2010 and 74th in 2013 in terms of Economic Freedom (<http://www.heritage.org/index/Ranking.aspx>).
- Travel and tourism: the World Economic Forum's Travel and Tourism Competitiveness Report (2010) ranked South Africa 61st out of 134 countries and reports the successful hosting of the 2010 FIFA World Cup. However, this ranking dropped to 64th in 2013.

The conditions above point to a complex business context that confronts leaders of South African organisations in finding solutions to improve and maintain organisational effectiveness.

Furthermore, according to the 2010 and 2011 Global Competitiveness reports, the following dimensions significantly impact on the challenge to leaders of South African organisations to enhance organisational effectiveness:

- The availability of local talent and the skills shortage
- The dynamic of changing and increased movement of human capital-labour migration
- The impact of HIV/Aids
- The implications of local politics.

The next section discusses the impact of these key dimensions on the open system within which South African organisations are required to function.

2.2.2.1 Skills shortage

The South African skills shortage is highlighted in the Department of Labour report (2007) and reported by Engineering News (2008, 2012) and Adcorp (Adcorp employment index, 2011). The Department of Labour report (2007) the most significant skills shortage is across the manager categories. The scarce skills list indicates a shortage of many thousands of people, including the professions and specialisations of engineering, accounting, scientific, medical, ICT, artisans, social welfare and teachers. The Adcorp employment index report

(2011) indicates significant skills shortages across the managerial, professional and technical occupational categories. Furthermore, the HSRC SA National Skills Survey (2008; 2009) indicates that larger organisations' investment increased in managerial, professional, technical and clerical training in order to build broad organisational skills and competence. The HSRC report (2009) also highlights skills shortages for large organisations, including communications, managerial, problem solving, information technology (IT) related, team working and customer service.

The skills shortages above appear to be broad, ranging across the technical, professional, and managerial categories which potentially affect the shortages across industries. These skills shortages add to the complexity for organisational leaders, who need to find solutions to overcome the potential negative effects on organisational effectiveness by, for example, investing in the development of employees. However, it appears that the extent of skills shortages requires broader ranging and multi-layered solutions involving government and industry.

The University of Cape Town's School of Economics report on skills shortages (Daniels, 2007) indicates the need to ensure both closed and open economy solutions. The report highlights the need for significant skill development across all economic sectors, increased collaboration between government departments, a streamlined bureaucracy, the support of private industry, and also the appropriate use of immigration-based skills.

Of the longer term solutions to reduce the skills shortages is to improve the primary education system, particularly the level of mathematics and science tuition. However, the Wits Business School (2011) report indicates the negative impact on technical skills development due to the significant reduction in the number of mathematics and science students, and a poor pass rate based on the 2010 matriculation results. The 2011 mathematics and science results, consistent with the 2010 results reported by Politicsweb (2012) confirm the negative impact on technical skill development.

Furthermore, Engineering News (2012) reported that South Africa was not training enough engineers, artisans and technicians to deliver on its government infrastructure projects in the medium and longer term. The above examples of the unsatisfactory primary education results indicate that the shortage of skills, particularly technical skills, will not be resolved in the short to medium term, thereby adding to the business contextual complexity for organisational leaders.

The skills shortage facing South African organisations requires significant intervention to ensure organisational sustainability and competitiveness. It is evident that local

organisations need to invest in various forms of skills development to sustain organisational effectiveness. The skills shortages add complexity for organisational leaders, who need to find unique solutions to reduce the skills shortage for their particular organisations to enable sustained organisational effectiveness and competitiveness.

2.2.2.2 *Labour migration*

The movement of skilled professionals is a global phenomenon (Özden & Schiff, 2006). According to the HRSC (2004), the shortage of skills in South Africa, known as the 'brain drain', has worsened over the past two decades for many professions and specialisations, with significant negative national economic impact.

The Department of Statistics (2008) indicates that thousands of professionals have emigrated. In the Global Competitiveness Report (2010 to 2011), South Africa's position regarding the loss of skills improved from a ranking of 60th to a ranking of 40th, indicating a slowdown in the loss of skills due to emigration.

The causal factors regarding the movement of skilled people in terms of emigration and immigration, from and to South Africa, point to the need for a long-term solution to retain the required skills in South Africa (Rasool, Botha, & Bisschoff, 2012). Rasool *et al.* (2012) propose that a short term solution to reducing the skills shortage is to attract foreigners to work in South Africa and, as part of the employment process, to also develop the skills of South Africans.

The above labour migration trends suggest that leaders of South African organisations need to find solutions for dealing with the lack of skills, and to develop human capital since this is considered to be a key aspect in achieving organisational effectiveness in the 21st century. From an African regional and South African perspective, an investment in the development of human capital will assist in attracting foreign direct investment.

According to Naudé and Krugell (2003), economic growth theory has identified investment in the development of human capital for Sub-Saharan Africa, as an important factor that will positively impact on economic growth and innovation. An investment in human capital will assist in attracting foreign direct investment (FDI), which should in turn, attract investment in technical, health care and other professional occupations.

On the other hand, skilled Africans are starting to return from developed countries due to more stable environments and booming African economies (Swaniker, 2008). This suggests a possible reverse effect of the 'brain drain' that has long plagued Africa. Although the trend is slower in South Africa, other countries such as Nigeria, Ghana, and Kenya are attracting

several of their highly skilled citizens back from the West (South Africa - The Good News, 2009; Forbes.com, 2008).

South Africa - The Good News (2009) reports that the returnees to South Africa are bringing back their ideas, launching new businesses, and participating actively in the broader socio-economic revival of their country. Although South Africa - The Good News (2009) reports that the 'brain drain' has plagued South Africa since the unravelling of apartheid in the early 1990s, and affluent, accomplished South Africans of all races, but Whites in particular, still leave the country in search of adventure, better opportunities and an escape from crime, this trend appears to be slowing down in the loss of skills due to emigration (South Africa – The Good News, 2011; Wits Business School, 2011).

The South Africa Home Coming organisation and removal companies both report, according to South Africa – The Good News (2009) that many South Africans that have considered moving home in the recent past. This applies to emigrants to the United Kingdom, with a ratio of 2:1 families returning as opposed to leaving. According to South Africa – The Good News (2011) these trends have become more positive based on an indication from many of South Africa's eminent removal companies report. This suggests a significant shift in mobility with more families returning than leaving. The Wits Business School (2011) proposes that the figure of returning South African should rise to approximately 120 000 in 2011. For organisational leaders this suggests a relatively more attractive situation unfolding where certain groups of skilled people might become more readily available to South African organisations. The increased supply of talent may reduce the leadership challenge of attracting and retaining talent as part of the process of sustaining organisational effectiveness.

Positive trends regarding increasing Foreign Direct Investment (FDI) are apparent for Africa. In 2000, Africa received approximately US\$8 billion in foreign direct investment and by 2006 this number had quadrupled to US\$33 billion. This investment is being led by both multinational companies and private investors. This is confirmed by the McKinsey (2010) Report which indicates that the most significant investment returns have been achieved across developing regions, including Africa.

According to the World Investment (2012) report by the United Nations Conference on Trade and Development (UNCTD), South Africa led the Southern African region as FDI inflows into Sub-Saharan Africa increased by 25% in 2011. The report indicated that continuing rises in commodity prices and a relatively positive economic outlook for Sub-Saharan Africa were among the factors contributing to the increased FDI. Furthermore, the report indicated that the prospects for 2012 were also considered positive regarding the attraction of FDI to the

African and Southern African region. South Africa was reported as the leading African economy and ranked in the top 15 emerging economies worldwide for FDI (South Africa - The Good News, 2013). These investment trends signal an increasing belief in the long-term future of Africa, including Southern Africa and South Africa. The positive investment trends suggest an increased importance of developing human capital and attracting talent to the continent.

Sustaining the momentum of these positive FDI trends requires quality OL that effectively engages with external stakeholders, particularly investors, to secure FDI. The positive economic implications for the attraction of skilled people and the investment in the development of human capital will serve to assist organisational leaders in attracting and retaining talent and skills in those areas where sustained organisational success is required. Should this sustained investment in human capital not occur in the Southern African region, organisations may not be able to sustain effectiveness to compete effectively, and the FDI will be attracted to other global regions and/or countries.

2.2.2.3 *The impact of HIV/Aids in South Africa*

According to Glenn and Gordon (2002), Human Immunodeficiency Virus (HIV) or Acquired Immune Deficiency Syndrome (Aids) infection in Africa is expected to grow from 13% of the world's population to 20% in 2050. Furthermore, population growth in Africa is less than 3% a year, and will continue to decline as a result of Aids (Glenn & Gordon, 2002). The challenges presented by HIV/Aids are compounded by the fact that a new generation of parentless children is currently growing up, owing to premature deaths in adults caused by HIV/Aids (Glenn & Gordon, 2002). The South African National Aids Council (SANAC) (2012) indicates that based on the 2009 figures, an estimated 17,9% of the adult population was living with HIV, an estimated 5,63 million people. In South Africa, HIV/Aids is expected to have a marked impact on macro-economic conditions over the next 10 to 15 years, if not adequately dealt with (Ellis, Smit, & Laubscher, 2003; Bell, Devarajan, & Gersbach, 2006). Navario (2010), the Council on Foreign Relations (2010) and the SANAC (2012) report on the National Strategic Plan on HIV, STIs and TB, indicate the rate of infection appears to have stabilised and has held steady for the past two years. The stabilisation rate of infection is expected to result in a reduced negative macroeconomic impact as predicted by many economists earlier in this decade (Ellis *et al.*, 2003; Bell *et al.*, 2006).

The challenge of fighting the epidemic is highlighted in the SANAC (2012) strategic plan, particularly in relation to achieving universal access to proven HIV prevention and treatment interventions. However, the macro-economic indicators mask the many HIV/Aids associated

deaths among the unemployed and informally employed, and the negative micro-economic impact on communities.

It is estimated that treatment will cost the South African government hundreds of millions of rands for the estimated 5,5 million people already infected (Navario, 2010; SANAC, 2012). As part of the process of combating HIV/Aids, as reported by South Africa – The Good News (2011), the South African government has launched a new integrated plan to combat HIV Aids with the goal of halving infections in the next five years (SANAC, 2012). The possible negative economic and human well-being implications will need to be considered at a strategic level by leaders at South African organisations.

Organisational leaders will need to remain focused and increase their understanding of the impact of HIV/Aids on an organisation's business and the market. Also, it appears that the community of organisational leaders in South Africa will need to sustain its influence on government to find collaborative solutions to the problem of HIV/Aids in the interests of the sustainability of the larger social system within which organisations function.

2.2.2.4 Political landscape

The South Africa political situation reflects a complex mix of political parties and alliances, with organised labour typically on the one hand and corporate South Africa on the other. The media widely reported recent splits in the traditionally powerful ANC and this adds further complexity to this political arena, as the effects have an impact on all aspects of society (Burger, 2011; Gumede, 2012).

The political context includes the extent of press freedom and transparency in terms of corruption. The following rankings relating to press freedom and transparency indicate further challenges for South African organisational leaders:

- The Economist Intelligence Unit's Survey of Democratic Freedom South Africa (2011) ranks 28th out of 78 countries and it is presented as a 'flawed democracy',
- Reporters without Borders (2011-2012) ranks South Africa 42nd out of 179 countries on Press Freedom,
- Transparency International (2011) ranks South Africa 64th out of 183 countries on its public sector Corruption Perceptions Index.
- The Deloitte (2012) Chief Financial Officer survey highlights the challenge of endemic corruption in South Africa, particularly related to public service.

The above rankings relating to democracy, press freedom and particularly corruption, suggest that organisational leaders need to have business processes and systems in place to ensure that ethical dealings are maintained with business contracts, particularly in terms of government tenders.

Furthermore, organisational leaders may need to consider the implications of press freedom and transparency carefully given that stakeholders' perceptions, particularly from the investment community, are negatively impacted. Negative perceptions of investment stakeholders may result in reduced investment in South African organisations. Organisational leaders should, therefore, increase their efforts to form alliances with positive contributors such as the BRICS alliance organisations, to increase the potential for organisational success.

At a collective level, business leaders in South Africa and organisations such as Business Unity South Africa (BUSA) and the Free Market Foundation (FMF) will need to continue to investigate ways to form local and global alliances in shaping the social, economic and political context for the benefit of a healthy socio-economic-political system for all South Africans (BUSA, 2012; Louw, 2011, 2012; Nolutshungu, 2012).

2.2.3 Summary of the changing South African business context and implications for organisational leaders

The rankings of the Global Competitiveness Reports for 2008 to 2009 and 2010 to 2011, the Africa Competitiveness report, 2011, and the World Competitiveness Yearbook (2012) indicated both positive and negative implications for organisational leaders in terms of South Africa's competitiveness. In addition, the negative impact of aspects particular to the South African business context such as the skills shortages, labour migration, HIV/Aids, and the political landscape, increase the challenge for leaders of South African organisations to find solutions to improve and maintain organisational effectiveness.

Furthermore, effective leadership of South African organisations also needs to incorporate the following aspects:

- Corporate citizenship, which requires increased public emphasis on corporate governance, ethics and accountability contained in the new South African companies act (2009) and the King III (2009) guidelines. The King III (2009) report for South Africa highlights the importance of an organisation's various triple bottom line company board accountabilities of social, economic, and environmental accountability, reflecting sustainable development;

- Continuous accelerated change and complexity require leaders to adopt a holistic, systemic, customer and employee-driven value proposition perspective, to mobilise and lead organisations with a vision-values basis. They need to be adaptive, innovative, and a responsive culture, amidst increasing ambiguity and vanishing boundaries (Groothof, 2007). Leaders need to understand and deal with change, facilitate and lead change. This requires improved change resilience not only of the leadership, but also of employees.

In addition to leaders' typical internal organisational investment focus, the South African business context requires a significant focus on the broader socio-economic system in terms of Corporate Social Investment (CSI) across the education, health, community infrastructure, support with fighting crime, and an environmental focus, to assist with the sustainability of the socio-economic system within which organisations function.

The annual reports of a number of corporates over the past five years, between 2004 and 2010, (MTN, Standard bank, ABSA, Spar, SAB Miller, and Anglo American) indicate significant and increasing CSI-related investment. The broader community appears to expect continued CSI investment (<http://www.sharedata.co.za/index.htm>). Part of the challenge for organisational leaders is to ensure business growth and the management of resources to continue with CSI investment.

2.3 CONCLUSION

The global and local South African business context, organisational complexity, and the implications for organisational leaders were discussed. It is apparent that South African organisation leaders need to find business solutions within a complex web of positive and relatively negative aspects that impact on the South African business context. These aspects include the financial market sophistication, macro-economic stability, goods market efficiency, market size, business sophistication (positive aspects), the lack of technological readiness and innovation, health and primary education concerns, the lack of quality of tertiary education, the relative lack of availability of local talent and skills shortage, the increased movement of human capital-labour migration, the impact of HIV/Aids, inadequate quality and consistency of electricity supply, high levels of crime and uncertainties of the political landscape.

Within this contextual complexity, effective OL requires leaders to adopt a collaborative approach beyond the organisational level to include stakeholders at the industry and national level to assist in finding organisational solutions to sustain organisational effectiveness. The possible implications for leaders of South African organisations need to be considered in

conjunction with the models of leadership as part of the process of conceptualising OL for South African organisations.

Chapter 3 describes the models of leadership in terms of the relationship to OL and leadership brand, and conceptualises the nature of OL for South African organisations.

CHAPTER 3: ORGANISATIONAL LEADERSHIP IN A CHANGING BUSINESS CONTEXT

3.1 INTRODUCTION

The previous chapter described the global and South African business context and the implications for leaders of South African organisations. The focus of this chapter is on identifying and describing the concept of organisational leadership. A sound understanding of OL is required as this forms the foundational concept to enable the exploration of the possible links with the concept of brand. Therefore, the models of leadership will be described in terms of the relationship to OL for 21st century organisations, and leadership brand.

The understanding of OL will be followed by the conceptualisation of the nature of OL for South African organisations forming a basis to explore the possible links with the concept of brand. The particular conditions of the South African business environment that translate into challenges for organisational leaders, described in Chapter 2, will be integrated with the concept of OL to enable the conceptualisation of OL for South African organisations.

The concept of brand includes the related concept of the organisation's leadership brand (Ulrich & Smallwood, 2007, 2012). An understanding of the concept of OL and possible links with the concept of brand, and particularly leadership brand, will contribute to exploring the linking of the concept of OL with the OLB concept, to form an OLB model for public listed South African organisations.

The identification and description of the concept of OL will be based on an investigation of the theory and models of leadership as related to organisations and the leadership implications of the South African business environment. The purpose of this chapter, therefore, is to conceptualise OL for South African organisations, which forms part of addressing the study's second and third research objectives, which are as follows:

Objective two: To describe the way in which the concepts of OL and brand can be integrated to enable the formulation of an exploratory concept model of OLB.

Objective three: To identify the elements of the OLB concept for public listed South African organisations, by considering

- 3.1 the general nature and role of OL,
- 3.2 the nature and role of OL for public listed South African organisations,

3.3 the general nature of the OLB concept for public listed South African organisations.

The chapter follows the sequence of outlining the role of organisational leaders within a context of world-class organisations, and the distinction between management and leadership, and describing leadership models, leadership models and the concept of brand, and organisational leadership.

3.2 WORLD CLASS BUSINESS ORGANISATIONS AND THE ROLE OF LEADERSHIP

As pointed out in Chapter 2, South African organisations function within the context of global business and, therefore, need to consider the requirements of being world-class to compete effectively with other organisations. Being world-class refers to the continuous requirement for organisations to strive for organisational effectiveness for competitive advantage (Francis *et al.*, 2012; Kasul & Motwani, 1995; Thorne & Smith, 2000).

The characteristics of world-class business organisations are summarised as follows: management commitment; quality; customer focus; advanced technology and innovation; organisational flexibility; global presence, which also implies electronic presence in the globally linked economy; integrated supply chain network; team-based organisation structure; strong people focus; and a clearly communicated vision and objectives (Kasul & Motwani, 1995; Thorne & Smith, 2000). These characteristics require organisational leaders to formulate and implement strategies and plans for competitive advantage.

Global and South African contextual business challenges such as the skills shortage, labour migration, and the political landscape, require organisational leaders to initiate and facilitate change for organisational effectiveness, which is linked with the need for world-class South African organisations (Kasul & Motwani, 1995; Roodt, 2001; Thorne & Smith, 2000).

In a survey of an industry cross-section of South African organisations by Roodt (2001) to benchmark South African business challenges for organisational effectiveness and competitiveness, the role of leadership was confirmed as central in assisting organisations to attain world-class status. In particular, leaders to establish a high performance culture, and high performance delivery processes and service levels (Roodt, 2001).

The role of organisational leaders is considered key in achieving world-class organisations (Kets De Vries, 2006; Jesitus, 2000; Prabhu & Robson, 2000; Roodt, 2001). Leaders of South African organisations will be required to implement existing business strategies and find new business solutions to enable organisational effectiveness within a global context.

It is against the background of world class organisations and the role of leadership that current OL models need to be investigated in terms of assisting with the formulation of OL solutions for the 21st century. The distinction between management and leadership needs to be addressed as part of the process of clarifying the concept of organisational leadership.

3.3 THE DISTINCTION BETWEEN MANAGEMENT AND LEADERSHIP

The distinction between management and leadership has been debated for a number of decades. Simply put, within an organisational context, according to Kotter (1990a; 1990b), a manager gets things done, and a leader gets things done with and through people. Kotter (1990b) further indicates that managers tend to focus on establishing order through planning, budgeting, organising and controlling and leaders produce change and achieve results through setting direction, aligning people and groups, and motivating and inspiring others.

Jaques and Clement (1994:17) support the view of managerial leadership indicating that “managers carry leadership accountability by nature of their roles”, and state that the two constructs need to be integrated for the effective leadership of organisations. Kotter (1990a) indicates that management and leadership complement one another in achieving organisational objectives, and Jaques and Clement (1994) posit that there is no conflict between management and leadership as all managers carry leadership accountability. The above views indicate that management and leadership are interconnected and form part of the concept of organisational leadership.

A more integrated leadership model is advocated for modern organisations where management and leadership functions are applied in a combined and complementary manner and not in an ‘either/or’ manner (Avolio, 2007; Kets De Vries, 2006; Prewitt, 2004; Ulrich & Smallwood, 2012). As part of the process of conceptualising organisational leadership, the following section seeks to identify the leadership models as related to organisational leadership.

3.4 LEADERSHIP MODELS

An array of leadership models have evolved since the mid-1900’s ranging from the leader-as-person (trait-based models) (Koestenbaum, 2001; Lussier & Achua, 2004; Robbins, 1989; Zaccaro, 2007), to leadership focus models (leader behaviour/what leaders do) (Blake & Mouton, 1964; Tirmizi, 2002), motivational leadership models (Lussier & Achua, 2004; Schultz *et al.*, 2003), leadership styles and follower models (transactional and transformational, and team leadership) (Avolio, 2007; Bass, 1981; Lussier & Achua, 2004; Tannenbaum & Schmidt, 2001; Robbins, 1989), to situational leadership (Vroom & Jago,

2007), to contingency models (Tirmizi, 2002), to path-goal models (Robbins, 1989; Schultz *et al.*, 2003), to normative and descriptive models (Lussier & Achua, 2004), and the psychodynamic and the systems leadership models (Avolio, 2007; Sternberg, 2007). All of these leadership models provide different building blocks to the requirements of '21st century' OL and will be outlined further in the section to follow.

The various leadership models include the leader-as-person (trait-based models) leadership focus models (leader behaviour); leadership styles and follower models (transactional and transformational, and team leadership); situational leadership; and the systems leadership models. Table 3.1 summarises the contribution of the leadership models to leadership within organisations.

3.4.1 The leader-as-a-person models

The leader-as-a-person models (Table 3.1) reflect the technical professional skills of the leader, which are critical at the one end of the continuum and the personal and interpersonal skills (personality, intelligence, including emotional intelligence) that are required from leaders in the 21st century at the other end of the continuum of the leader as a person-based model (Koestenbaum, 2001; Lussier & Achua, 2004; Robbins, 1989; Zaccaro, 2007). Cardona (2000) argues the case for transcendental leadership in which the leader's integrity and competence is concerned with the employees as individuals and contributing to their personal development. According to these models, the leader fluctuates between technical–professional mastery and the personal-interpersonal and organisational mastery at opposite ends of the continuum as a person-based model, as indicated in Table 3.1.

The focus of these models is on the person and what the leader represents in terms of values and behaviours (Tirmizi, 2002). These person-focused leadership models tend to have a one-dimensional focus on the traits and values of the individual leader, and ignore the behaviour, follower and contextual aspects of leadership.

In terms of 21st century organisations it is suggested that the person-based models highlight the significance of focused personal leadership as being contributory to overall effective organisational leadership, particularly based on the understanding that leadership starts with understanding oneself as an individual leader (Avolio 2007; Kets De Vries, 2006; Sternberg 2007; Ulrich, Smallwood & Sweetman, 2008).

Table 3.1: Leadership models reflected on a continuum (adapted from Groothof, 2007:105)

LEADERSHIP MODELS	CONTINUUM	
LEADER AS A PERSON	TECHNICAL PROFESSIONAL MASTERY, MASTERY	PERSONAL and INTERPERSONAL ORGANISATIONAL MASTERY
FOCUS	TASK GOALS/STANDARDS/PLANS INTENT	PERSON VISION/VALUES/STRATEGIC BEHAVIOUR
FOLLOWER	LOWER NEEDS SELF-CENTRED NO REINFORCEMENT	HIGHER NEEDS SERVANT-TRANSCENDENTAL REINFORCEMENT
STYLE	AUTOCRATIC BOSS CENTRED TRANSACTIONAL TRANSACTIONAL TRANSACTIONAL TRANSCENDENTAL	DEMOCRATIC SUBORDINATE CENTRED TRANSFORMATIONAL CHARISMATIC SPIRITUAL-SERVANT-
SITUATION/ CONTEXT	SAME ACROSS SITUATIONS REACTIVE TO SITUATIONS	DIFFERENT ACROSS SITUATIONS PROACTIVE TO SITUATIONS
SYSTEMS/ INTEGRATIVE	NARROW FOCUS OF A SINGLE OR PARTIAL COMBBINATION OF DIMENSIONS/VARIABLES DIMENSIONS/VARIABLES	INCLUSIVE and HOLISTIC: WISDOM, CREATIVITY, MULTI LEVEL, MULTI-COMPONENT OFINTERDISCIPLINARY, FOLLOWER,DYNAMIC, ATTRIBUTES, BEHAVIOUR,RESULTS, STAKEHOLDERS, CONTEXT(PAST, CURRENT, FUTURE), LEADERSHIPSUSTAINABILITY

3.4.2 Focus leadership models

The focus leadership models (Table 3.1) involve leadership being task-oriented versus people-orientated. The views of Blake and Mouton (1964), Fiedler (in Lussier & Achua, 2004), Lussier and Achua (2004), Robbins (1989), Schultz *et al.* (2003), and Tirmizi (2002) were used to describe these models. Here the leadership continuum ranges between the leadership behaviour associated with the implementation of tasks, standards, goals and plans, and the intent of the leader's behaviour in terms of the implementation of strategy and vision. Focus leadership models emphasise the behaviour of leaders: the emphasis has shifted from the person, or what the leader is, to what the person or leader does (Tirmizi, 2002).

The focus leadership model indicates that for effective organisational leadership, engagement with the human side of the organisation, particular consideration of the employee's personal circumstances and leadership assistance by team members, are required (Lussier & Achua, 2004). An important contribution of the focus leadership models to OL is that a balance should exist between a focus on the task and the implementation of goals with and through people and teams.

3.4.3 Follower leadership models

The follower models (Table 3.1) propose that the leader demonstrates leadership through focusing on the motivational needs of employees, including the intrinsic and extrinsic motivational needs of the employee (Lussier & Achua, 2004; Robbins, 1989; Schultz *et al.*, 2003; Van Vugt, Hogan & Kaiser, 2008).

Various motivational theories by Adam (1965), Alderfer (1969), Herzberg (1959), Maslow (1954), McClelland (1961) and Vroom (1964) indicate that different motivation factors, ranging from personal needs to personal characteristics, across situations, and the extent to which these are met, result in different levels of personal satisfaction and motivation (Lussier & Achua, 2004; Robbins, 1989; Schultz *et al.*, 2003). Furthermore, a servant leadership approach focuses on the personal development of the followers and places service at its core based on ethical and caring behaviour (Cardona, 2000; Russell & Stone, 2002; Stone, Russell, & Patterson, 2004).

These motivational theories are typically based on the assumption that the motivation of employees is the single leadership variable, in the context of the business environment, in

which organisational leaders are required to function. Furthermore the follower leadership perspective tends to emphasise the contrasting dimensions of the basic versus the higher level needs of employees, and that the leader should behave as a 'servant' towards employees, rather than being self-centred.

The contribution of the follower leadership models to OL is relevant, particularly to enhance the level of engagement, empowerment and the motivation of employees.

3.4.4 Leadership style models

The leadership style models (Table 3.1) range from transactional, boss-centred, autocratic, democratic, and transformational, to being employee-centred and servant-orientated (Bass, 1981; Brown & Posner, 2001; Cardona, 2000; Lussier & Achua, 2004; Goleman, 2000; Robbins, 1989; Schultz *et al.*, 2003; Tannenbaum & Schmidt, 2001). These models address the type of engagement by the leadership – the leadership style – to achieve intended outcomes. Leadership style models focus on the attitude and behaviour of the leader towards others, including the impact on followers, across different situations.

The core contribution, based on these leadership style models, to effective OL is the range of styles that could be adopted, based on the behaviour of the individual leader and applied to different organisational situations. Furthermore, the emergence of the transformational leadership style, which includes the leader as a change agent and encompasses influencing stakeholders to make change sustainable, is considered relevant for the effective leadership of organisations (Kets De Vries, 2006; Lussier & Achua, 2004).

3.4.5 Situation leadership models

Situation leadership models (Table 3.1) focus on the various situations or contexts in which the leader operates (Lussier & Achua, 2004; Robbins, 1989; Schultz *et al.*, 2003; Tirmizi, 2002; Vroom, 1964; Vroom & Jago, 2007). These models emphasise the importance of understanding the nature and implications of different situations in order to engage and behave accordingly to best resolve situational challenges.

Situation leadership models in terms of OL indicate a tendency to focus on the present situation. According to Groot Hof (2007), the organisational leader of the 21st century needs to create a culture of being pro-active within the micro-situation of leader and follower and

the macro-environmental context of the organisation rather than waiting for the situation to dictate a suitable leadership style.

Each of the above models of leadership – person, focus, follower, style and situational – contributes on its own to an understanding of aspects of organisational leadership. However, these models do not integrate the various elements of OL such as personal – self-leadership, the role of followers, the leader’s style and the situation, in order to meet the demands required of the changed organisational paradigm for the 21st century (Groothof, 2007; Hay Group, 2011; Kets De Vries, 2006). The emerging systems model of leadership provides a more integrated view, by combining the above leadership elements into a more comprehensive model of organisational leadership.

3.4.6 The emerging systems model of leadership

The emerging systems model (Table 3.1) of leadership focuses on integrating the person-self, follower, style and situational elements of leadership from the previously mentioned models of leadership to meet the demands of 21st century organisational leadership. These diverse leadership models are viewed across a continuum from a single or a combination of some of the leadership aspects to the full integration of all the known elements of organisational leadership.

According to Sternberg (2007), a systems model of leadership focuses on decisions about how the individual leader coordinates and deploys resources. Leaders need creativity to generate ideas, analytical intelligence to evaluate whether the ideas are good, practical intelligence to implement the ideas, persuade and motivate others of their worth, and wisdom to balance the interests of all stakeholders and to ensure that the leader’s actions are in the best interests of the common good (WICS = Wisdom, Intelligence, and Creativity, Synthesised). The WICS model incorporates the elements of leadership covered in the above models of leadership, particularly the person, focus, follower, style, and situational models, and is applicable to leadership in organisations (Sternberg, 2007).

Kets De Vries (2006) argues that effective leadership in organisations is a function of leadership as a ‘property’ (a combination of behaviours and personality attributes) and a process (the effort by a leader working from various bases of power, to impact and influence stakeholders towards a common goal). The systems model of leadership, according to Kets De Vries (2006) is termed the “interactionist” model of organisational leadership,

incorporating the multiple perspectives of the leader, the followers, and the situation, required for organisational effectiveness.

Avolio (2007) advocates the advancement of a more integrative leadership model with a focus that is multi-level, multi-component and interdisciplinary for organisational effectiveness. Furthermore, the integration needs to incorporate that leadership is a function of the elements of the leader and follower, and the complexity of the past, current and future business context. According to Avolio (2007), the integrated focus on these leadership elements is necessary for 21st century organisational effectiveness.

In terms of the contribution to a systems model of leadership, Ulrich and Smallwood (2012) and Ulrich *et al.* (2008) advocate a leadership model which requires the continuous integration of four leadership principles. The first principle is the achievement of results from the perspective of customers, investors, community reputation and employees. Secondly, leaders must demonstrate competence in terms of the fundamentals of shaping the future, getting things done, managing and developing others, and personal excellence. Thirdly they need to build leadership capacity at the level of the whole organisation and reflected in a leadership brand. Finally, they must embrace continuous change to improve leadership behaviour, thereby creating sustainable, effective leadership for an organisation.

The leadership elements emerging from the abovementioned systems leadership models suggests that leadership is a multifaceted process of applying a range of attributes and behaviours within the broader and continuously changing business context of the past, current and future, regarding oneself and others, across organisational levels, ensuring the sustainability of leadership, and engaging with and integrating stakeholders' perspectives, to achieve organisational goals and organisational effectiveness.

Based on the abovementioned leadership models, the focus, style, follower and emerging systems models have given rise to and confirm transformational leadership as the preferred leadership model to engage with the transformation requirements of modern day organisations (Avolio, 2007). The characteristics of transformational leadership are described in the following section.

3.4.7 Transformational and transcendental leadership

The transformational leadership model proved to contribute positively to the achievement of business objectives and sustained organisational effectiveness over the last two decades (Avolio, 2007; Kets De Vries, 2006; Northouse, 2001; Ulrich & Smallwood, 2012).

Transformation leadership involves the leader being engaged in a process of inspiring a shared vision and interacting with internal and external stakeholders, as well as communicating and re-communicating in an inspiring manner the future strategic direction of the organisation to internal and external stakeholders such as employees, customers, investors and suppliers (Bennis, 2007; Bennis & Nanus, 1997; Covin *et al.*, 1997; Graetz, 2000; Thach & Nyman, 2001; Ulrich *et al.*, 2008; Ulrich & Smallwood, 2012).

Typically, change and a transformational process follow from the shared vision generated by stakeholders such as employees and customers, and with leadership initiating change, and performing the role of a change agent as a role model to inspire others (Avolio, 2007; Graetz, 2000). In most instances a re-invention and reframing of an organisation's context is required as part of the transformation process (Groothof, 2007).

In order to sustain a changing organisation to ensure organisational effectiveness, the transformational leadership model also includes the development of employees' change capability and capacity for change. Their enhanced change capability to both initiate and deal with change in a more resilient manner contributes to organisational effectiveness (Bennis & Nanus, 1997; Drew & Smith, 1995; Jansen, 2000; Kets De Vries, 2006; McCall & Hollenbeck, 2002; Wright & Thompsen, 1997).

In particular, the transformational and evolving to the transcendental leadership model has a strong focus on understanding and recognising the strengths, needs and motivation of oneself and of one's followers (Avolio, 2007; Bennis & Nanus, 1997; Sanders, Hopkins & Geroy, 2003). The leader inspires followers to transcend some of their own needs and to align and commit to the higher order requirement for sharing in the leadership and the achievement of the organisation's goals (Avolio, 2007; Denhardt & Campbell, 2006; Kets De Vries, 2006; Northouse, 2001).

The alignment and motivation of followers is enhanced by the trust the leader creates in the organisation through his or her honesty and integrity in delivering on commitments made, despite uncertain circumstances (Bennis & Nanus, 1997). The transformational evolving to a transcendental leadership model also includes the collaboration with others, a service

orientation and the development, empowerment, energising and inspiring of individuals and groups-followers, as a result of the leader providing resources, emotional support, intellectual stimulation and developing capabilities to support the transition to a changed organisation, at all organisational levels of leadership (Avolio, 2007; Brown & Posner, 2001; Goldsmith, Goldsmith, Greenberg, Robertson & Hu-Chan, 2003; Ismail *et al.*, 2011; Morakul & Wu, 2001; Northouse, 2001; Sanders *et al.*, 2003; Spears, 2002; Ulrich & Smallwood, 2012; Ulrich *et al.*, 2008).

Although the transformational leadership model is largely viewed in a positive manner is evident above, some criticisms are also evident and need consideration in terms of contributing to an understanding of the nature of organisational leadership. The transformational leadership model is sometimes viewed rather simplistically as an either/or choice and not seen as occurring along a continuum and incorporating various elements of leadership appropriate to different business contexts (Northouse, 2001).

According to Bass and Steidlmeier (1999), the model of transformational leadership has a potentially immoral and unethical dimension that can be exploited by unprincipled leaders, who manipulate naive and unsuspecting followers for self-gain or for the sake of the organisation's needs. However, Avolio (2007) argues that with sound moral values and ethics being important for both the leader and the follower of 21st century organisations, these negative aspects of the transformational leadership model are diminished and the positive elements dominate leaders' behaviour. If any leadership model is put into practice in an exploitative or unethical manner, it can potentially yield negative results such as poor staff morale, reduced customer service and organisational performance and reduced investor confidence. Furthermore, the evolution to the transcendental leadership model emphasises the values and ethics such as collaboration and a service orientation.

All in all, a transformational evolving to a transcendental leadership model indicates the engaging, inspiring and influencing characteristics regarding the interaction with internal and external organisational stakeholders, to achieve organisational objectives. Given the constantly changing business context, the leadership element of influencing stakeholders appears particularly appropriate for sustaining the competitiveness of the '21st century' organisation (Avolio, 2007; Kets De Vries, 2006; Sternberg, 2007; Ulrich & Smallwood, 2012). Furthermore, the growth in the use of social media as a means to communicate quickly and easily with a broader range of people suggests that senior leaders can also engage with stakeholders by means of social media (Brandfog, 2012; Deiser & Newton,

2013). Transformational and transcendental leadership, therefore, appears to play a vital role in the nature of leadership for modern-day organisations.

3.4.8 Leadership models and the concept of brand

Most of the above leadership models, with the exception of the emerging trend towards a more systemic – integrative leadership model (Table 3.1), focus on the leader, in terms of the leader as the person. Although some of the models suggest broad, generic traits and behaviours, for example, autocratic versus democratic leadership styles, they do not sufficiently distinguish unique and distinguishable leadership behaviour other than at the individual leader's level. Furthermore, the person-based leader models indicate an absence of published evidence of a direct connection with the concept of brand at the level of individual leadership. Also, little published research appears to exist for the integration of the concept of OL at the level of the whole organisation, with the concept of brand.

Kets De Vries (2006:254) advocated leadership at the level of the whole organisation as a key challenge for OL in the twenty first century and terms this the development of "Authentizotic" organisations. Although these "Authentizotic" organisations include a focus on building leadership capacity across the organisation, the concept of brand at the level of the organisation's leadership is not considered.

Furthermore, Ulrich and Smallwood (2007; 2012) propose a leadership model that integrates leadership across the whole organisation with the concept of brand. Their leadership model acknowledges that leaders are important in terms of organisational performance, but they emphasise leadership at the level of the whole organisation. When this leadership is developed as unique to an organisation and is combined with the concept of brand to form a leadership brand it could be used as a means for sustaining an organisation's effectiveness relative to competitors (Ulrich & Smallwood, 2007; 2012).

The nature of effective OL will be clarified further to establish the foundation for linking it with the concept of brand. Given the relevance of the transformational and transcendental leadership model and the emerging systems leadership model for 21st century organisations, these models of leadership will be used as the guiding theory to establish an understanding of the nature of effective organisational leadership. Clarity with regard to the concept of OL will, in turn form the basis to explore the linking of the concept of brand.

3.5 ORGANISATIONAL LEADERSHIP

Leadership appears to be a complex and enigmatic concept. According to Burns (1978), it was only during the first half of the 1900s that formal definitions of leadership started to emerge. Over the past two decades Bennis (1997, 2007) has contributed significantly to an understanding of the nature and definition of 21st century leadership.

Bennis and Nanus (1997) proposed a number of 21st century leadership elements, which include the following requirements for organisational leaders: to function at every level of the organisation, to establish a vision and create the future, to create distinctive organisational competencies, to be considered as social architects and to create flatter and distributed organisations to empower employees and foster teamwork to share information with internal and external partners to coach others and facilitate a learning organisation to facilitate change and evolve the culture and technology base, and to develop other leaders, so as to become a leader of leaders. The aforementioned leadership elements form a comprehensive perspective of both the internal (inward looking) employee focus and the external (outward looking) aspect of engaging with stakeholders, that comprises organisational leadership.

According to Bennis (2007), the challenges of modern leadership require leaders to enhance and sustain organisational effectiveness in an increasingly competitive global and local business context. Kets De Vries (2006) indicates that leadership is the key organisational dimension, given the involvement of employees, the industry and the larger social environment, which determines organisational success.

Kets De Vries (2006) proposes a combination of the competencies across personal leadership (such as achievement motivation, confidence, and energy), social leadership (empathy, influence, and political awareness) and the more technical problem solving aspect of leadership (conceptual and strategic thinking) that is required for effective OL of modern day organisations. Collins (2001) and Kaiser *et al.* (2008) further indicate that a high standard of leadership at all organisation levels, positively affect the performance of organisations.

In a study of an industry cross-section of South African organisations, Roodt (2001) found that the effective leadership of these organisations, which encompassed a focus on establishing an internal performance-focused culture and processes, and the building of external alliances, was important to achieve organisational effectiveness within the constantly changing global and South African business context.

The previously mentioned inward and outward looking leadership competencies, at all the leadership levels of the organisation, are important for effective organisational leadership. In

essence the effective leadership of modern day organisations is, therefore, considered as important to enhancing and sustaining organisational effectiveness.

An understanding of the current views on OL forms the foundation and focus of the leadership context for this study. Current OL research and implications will now be investigated to further explore the conceptualisation of organisational leadership, which enables the exploration of the integration of OL with the concept of brand.

3.5.1 The conceptualisation of organisational leadership

A number of leadership aspects have been clustered into key elements relating to the nature of effective leadership in organisations. The following eleven elements characterise the nature of effective OL (Appendix 1): Vision, mission and strategy, influencing and motivating people-stakeholders, change, ambiguity and paradox, followers and empowerment, team development, personal, values-based leadership and learning, situational-contextual impact, building leadership capacity, results achievement, organisation climate and culture, and leadership style (Appendix 1 provides a summary of the various OL elements reflecting the nature of organisational leadership, based on the empirical work of various researchers).

Each of these elements relating to the nature of effective OL will now be briefly described to conceptualise organisational leadership. Figure 3.1 provides a summary of the eleven elements of OL within the global and South African business context for effective organisational leadership.

3.5.1.1 Vision, mission and strategy

Effective OL requires the provision of the direction of an organisation, in the form of establishing its vision, mission and strategy of the organisation (Bennis, 2007; Goldsmith *et al.*, 2003; Jaques & Clement, 1994; Kets De Vries, 2006; Rampersad, 2009). The following section seeks to describe the provision of direction for organisations in terms of the leadership element of vision, mission and strategy.

Jaques and Clement (1994) emphasise that the role of senior organisational leaders particularly that of the CEO's provision of direction through vision, mission and strategy is vital for sustainable organisational success. Leadership can be defined as the wise use of power and referred to as "transformative leadership" where creating vision is the "commodity" of leaders (Bennis & Nanus, 1997).

Globally, leadership study of the vision of leaders is a key determinant of the effectiveness of leaders in organisations (House, Hanges, Javidan, Dorfman, & Gupta, 2004). The strategic

role of leadership includes formulating strategy and teaching a common vision (Fairholm & Fairholm, 2000; Collins, 2001; Graetz, 2000; Rampersad 2009). These views of the role of organisational leaders and particularly senior leaders indicate that OL consists of the provision of direction for an organisation by establishing its shared vision, mission and strategy.

Furthermore, Bennis (2007) believes all quality leaders to have six competencies including the strategic aspect of creation of a sense of mission. Goldsmith *et al.* (2003) also highlight a range of qualities for effective leadership including shared vision. The competencies of formulating strategic solutions are important for senior leaders' roles (Cockerill *et al.*, 1995). The competency requirement for leaders in the South African retail industry includes the formulation and communication of an organisation's vision and strategy as part of the 'thinking strategically' competency cluster (Van Der Merwe & Verwey, 2007). Terrell (2011), in a study of how global leaders develop, identified the competency element of aligning, engaging and providing direction regarding the leadership of the business. Ulrich and Smallwood's (2012) notion of the essentials of leadership described as a 'leadership code', include the role of a strategist, of providing direction and shaping the future of the organisation. The IBM CEO (2012) report on "Leading through connections" indicates that part of the process of enhancing the engagement with staff is dependent on leaders ensuring the organisation's clarity of purpose and mission.

The views of the above authors point to the competencies of the senior leadership of organisations to provide direction through the process of establishing and communicating a shared vision, mission and strategy for the organisation. Furthermore, the leadership competence in this regard appears to enhance the leaders' engagement with staff.

Following the provision of direction for the organisation, it is suggested that the influencing and motivating of people-stakeholders is required for the implementation and realisation of an organisation's vision, mission and strategy.

3.5.1.2 *Influencing and motivating stakeholders*

Quality leaders are characterised by their effective influence and motivation, generating trust and an optimism of others to join them on the chosen mission (Bennis, 2007). Leaders' behaviour should include the influencing of others' behaviour and engaging group processes and power relationships to effect change (Bass, 1981). The qualities of effective leadership should include effective communication, and building networks with key stakeholders (Goldsmith *et al.*, 2003).

In a study of how global leaders develop, Terrell (2011) identified the competency cluster of developing and maintaining relations both internal and external to the organisation, as important for leadership development. As an internal organisational stakeholder, the role and psychology of followers needs to be considered regarding the influence of leaders and the challenge of aligning goals of the leaders and followers (Van Vugt *et al.*, 2008). The role of leaders includes using stakeholders to communicate and embed the vision and change message on an on-going basis (Graetz, 2000).

The exponential growth in social media as a means to communicate with people is predicted to continue into the future, including the need for senior OL to embrace the use of social media for communication with stakeholders (Arno, 2013; Brandfog, 2012; Deiser & Newton, 2013; Gratton, 2011). The trend in social media as an effective means to communicate quickly and effectively with a broad range of people, and receive feedback, is an opportunity that can help organisational leaders with engaging and positively impacting all stakeholders regarding organisational matters.

Ulrich and Smallwood (2012) propose that the essentials of leadership should include engaging with, influencing and delivering to all stakeholders (internal and external to the organisation), as part of the process of implementing the organisation's strategy. Effective OL, therefore, involves the establishment of a broad range of relationships with all stakeholders. Furthermore, these internal and external stakeholder relations form part of the process of motivating others and influencing organisational change for the benefit of the organisation's objectives.

In the South African business context, organisational leaders need to broaden their sense of accountability to include the local community and society as stakeholders in the formulation of business solutions (Mbigi, 2005). According to Van Der Merwe and Verwey (2007), the competency requirement for leaders in the South African retail industry includes, as part of the influencing competency cluster, developing synergistic relationships between individuals, the organisation, and the environment. In a study of South African financial services organisations, Groothof (2007) found that leadership in organisations should include influencing of people in a shared process of achieving collective outcomes. It is evident from these views that within the South African business context organisational leaders need to engage with internal and external organisational stakeholders as part of the process of formulating organisational solutions. Engagement with the external stakeholders of the local

community and society is an important part of the process of formulating lasting organisational solutions within the South African business context.

Effective OL therefore, requires the influencing and motivating of all stakeholders (internal and external to the organisation) to positively impact the organisation's objectives in the global and South African business context. The influencing and motivating of stakeholders takes place within a constantly changing business context characterised by ambiguity and paradox, the third element of organisational leadership, which is discussed in the next section.

3.5.1.3 Change, ambiguity and paradox

The leadership of modern organisations necessitates the facilitation of change, and the ability to deal with the complexity in an uncertain and ambiguous business context. This includes the need for organisational leaders to develop the capability and capacity for change, to enable their personal psychological and emotional readiness, as well as the commitment to change and willingness to experiment within a changing business environment (Anderson & Anderson, 2001; Bennis & Nanus, 1997; Gratton, 2011; McCall & Hollenbeck, 2002; Drew & Smith, 1995; Graetz, 2000; Von Eck, 2007; Wright & Thompson, 1997).

In a study of how global leaders develop, Terrell (2011) identified the competency cluster of having a global mind-set or perspective, including dealing with change and ambiguity, as important for leadership development. Organisational leaders, therefore, need to personally develop the capability and capacity for change, and facilitate organisational change in an uncertain and ambiguous business context, aimed at organisational effectiveness.

Alexander, in Hesselbein and Goldsmith (2006), highlight that the organisational leader's challenge is to find solutions amidst the chaos of complexity and paradox and emphasise the need for collaborative processes with staff, as well as 'outside' of the organisation, with the community to formulate business solutions.

The consideration of multiple stakeholders, such as the triple bottom line requirements for assessing the social, environmental and the financial performance of global companies, is considered one of the crucial 21st century paradoxical challenges for organisation leaders (Calton & Payne, 2003). The role of leaders to effect change, innovation and the related norms (high support for people and their development, teams, and tolerance for ambiguity)

have to be a part of the internal functioning of the organisation (Bass, 1981; Edwards, Kumar, & Ranjan, 2002).

The process of engaging with change, ambiguity and paradox in the changing world of work is supported by Kets De Vries's (2006) notion that leaders need to lead the change in organisations. Paradigm shift is occurring in the workplace where organisations were dominated by the three C's of control, compliance and compartmentalisation; are being overtaken by organisations that focus on ideas, information and interaction (the three I's). Therefore, organisational leaders need to find business solutions within a changing context characterised by paradox and ambiguity by adopting a collaborative approach to dealing with internal and external organisational stakeholders.

In the South African business context organisational leaders need to engage in a collaborative manner with a broader stakeholder set to find business solutions to challenging paradoxes (Khoza, 2006; Mbigi, 2005). Furthermore, organisational leaders need to deal with ambiguity, incongruities, tensions and paradoxes, in a context where organisations are moving from a western model to a more culturally sensitive business paradigm (April, Macdonald, & Vriesendorp, 2000).

Van Der Merwe and Verwey's (2007) competency framework for leaders in the South African retail industry includes "organisational resilience", which encompasses managing the paradox of stability and change aligned with organisational success and building change capacity amongst employees. Von Eck's (2007) study of change related leadership competencies in the South African financial services industry requires leaders to understand the impact of change on the individual employee during times of change and to involve employees in organisational change. Leaders of South African organisations, therefore, need to adopt a collaborative approach to dealing with change, which includes the development of change resilience within the organisation and the engagement of external stakeholders to achieve organisational success.

All in all modern day leaders of global and South African organisations need to find business solutions in the face of continuous change, ambiguity, and often conflicting and paradoxical agendas and challenges. These leaders also need to develop the capacity for change within the organisation to enhance organisational effectiveness. Part of the process of building organisational change capacity includes the fourth dimension of organisational leadership, namely the empowerment of followers.

3.5.1.4 Followers and empowerment

Organisational leaders need to ensure support for the physical, emotional or psychological requirements of followers – employees (Goldsmith *et al.*, 2003; Rubenstein, 2005). Followers –employees and leaders also need to work in an aligned manner for leaders to be effective (Jaques & Clement, 1994). Authentic leadership development includes a focus on how leaders develop in terms of the leader and follower relationship (Avolio, 2007; Gratton, 2011; Kets De Vries, 2006).

The 'Globe study' of leadership effectiveness in organisations and across various cultures, found that societies want leaders who are humane; and that a more humane-oriented style of leadership is considered to promote the outstanding OL (House *et al.*, 2004). All quality leaders are considered to have six competencies including the creation of an adaptive, empowering social architecture for their followers – employees, and the generation of trust and optimism (Bennis, 2007). Leaders need to understand the role and psychology of followers in order to align the goals of the leaders and employees (Van Vugt *et al.*, 2008). Varying values, expectations, attitudes and behaviours of employees across different generations require leaders to understand and integrate these differences for the benefit of the organisation (Codrington, 2008; 2010). The fulfilment of a psychological contract, especially on the part of the organisation's leaders (and including employees) seems to be an effective process for the development of an open healthy climate (Cangemi & Miller, 2007).

The majority of executives believe that improving talent, which includes the empowerment of employees, is a top business priority (Howard & Wellins, 2009). In a study of how global leaders develop, the competency element of developing people and empowering others further was identified as important for leadership development (Terrell, 2011), a view supported by Ulrich and Smallwood (2012). The empowerment of employees-followers, which forms part of the idea of servant leadership, including the freedom to participate in organisational change, is considered to be part of the process of effective leadership (Cardona, 2000; Dufficy, 1998; Johnson, 1995; Morakul & Wu, 2001; Rubenstein, 2005; Spears, 2002).

The above views on followers and empowerment indicate that effective OL requires a holistic understanding of followers-employees that enables their empowerment within the organisation, thus developing an adaptive, humane, trustworthy and optimistic organisational culture.

South African organisations tend to be characterised with diversity amongst employees-followers in terms of the broad spectrum of unique differences that the employees reflect in

an organisation such as gender, race, religion, education, and the changing workforce generational profiles. Leaders of South African organisations, therefore, need to discover the strength and synergy that diversity brings to an organisation (Cilliers, 2007; Pretorius, Cilliers, & May, 2012). The employee–follower diversity aspect includes the identification of talent and the empowerment of employees, and creating a learning and empowering organisational culture, as a key competency for leaders in the South African retail industry (Van Der Merwe & Verwey, 2007).

Embracing the diversity of employees-followers is an essential exercise in the South African business context to identify and empower employees in order to contribute to establishing a learning and empowering organisational culture. Effective organisation leadership within a global and South African business context is increasingly becoming a function of the extent to which the diversity of followers-employees is engaged, developed, empowered and aligned with leaders in the achievement of organisational objectives.

3.5.1.5 *Team working and team development*

As teams become more prominent in the modern work environment, the role of the leader in building, supporting and guiding team members becomes more critical (Robbins & Judge, 2011). Bennis and Nanus (1997) include the element of teamwork in a possible model of 21st century leadership. Leaders need to get people to work together in the work environment to achieve a common goal (Ernsberger, 2000).

Effective leadership includes the development and support of team work in the work environment to solve complex business problems (Jaques & Clement, 1994). Emotional intelligence is considered important to enable emotionally resonant leaders who allow people and teams to develop (Goleman *et al.*, 2001). The process of engaging in and with group processes and power relationships is considered as part of the team work process and important for organisational leaders (Bass, 1981). Team working and the establishment of a team oriented culture are also key competencies of effective leaders (Cockerill *et al.*, 1995). The above views of team working in general across the whole organisation, indicates that effective leadership requires emotional intelligence to work with group processes and power relationships in order to foster the development of teams and a team oriented organisational culture in solving of complex business problems.

Furthermore, effective leadership includes the building of collaborative leadership teams, teaching a common vision and organisation principles and engendering trust (Fairholm & Fairholm, 2000). Similarly, effective OL teams are important in order to complement the profile of the most senior leader's strengths and weaknesses (Sternberg, 2007). Also, the

effective development and functioning of leadership teams, through coaching, contributes to transformational leadership (Hawkins, 2011).

From a cross-cultural perspective, the 'Globe study' highlighted the alignment between organisations' collectivism values, evident in values-based, collaborative and team-oriented leadership behaviour, and the societal values of in-group (societal) collectivism (House *et al.*, 2004). In a study of the leaders from the South African retail industry, the competency framework outlined by Van Der Merwe and Verwey (2007), includes a focus on the development of high performance teams, emphasising a culture of team work across organisational boundaries. These findings point to the importance of building leadership teams in such a way to optimise the strengths and counter the weakness of the leadership team members, and developing and nurturing a culture of teamwork.

Effective OL for global and South African organisations is increasingly depending on the extent to which leaders build a capacity for teamwork at all organisational levels. The dimension of team development and team working emphasises the importance of team leadership to optimise the synergy of all the participants' competence and effort, in the pursuit of achieving organisational objectives.

3.5.1.6 Personal, and values-based leadership, and learning

Sternberg (2007) emphasises that what the leader learns from various experiences builds skill and wisdom to enable enhanced business related solution formulation and decision taking. Leaders need to take accountability for self-directed learning for the development of competence as a leader (Boyatzis, 2001). Kets De Vries (2006) argues that part of a leader's challenge is to develop insights about the effect of the unconscious self, their 'blind-spots', to enable change and the development of enhanced leadership competence. Furthermore, the role of self-awareness in the developing of emotional intelligence to enable emotionally resonant leaders who allow people, self and others, to develop (Goleman *et al.*, 2001).

Based on a study exploring the development of an African leadership model, the need to increase awareness of oneself as a leader through periods of reflection and learning, is important for overall development as a leader (Saunders, 2007). The competency framework outlined by Van Der Merwe and Verwey (2007) for leaders in the South African retail industry includes a focus on self-insight and wisdom. Self-awareness is reputed to further enhance authentic leadership development, which focuses on developing awareness of the leader, follower and the context. Authentic means that the leader is 'true to self', and genuine and consistent behaviour are also mirrored in the followers' development (Cardona, 2000; Avolio, 2007).

A study of how global leaders develop, identified a number of competency elements relating to the requirement for the on-going learning of leaders, namely, a willingness to learn and explore, being open-minded, a desire to learn from different cultures, learning from mistakes, and learning from different ways of conducting business (Terrell, 2011). Ulrich and Smallwood (2012) argue that personal proficiency is at the core of achieving effective leadership, where leaders need to adopt an approach of on-going investment in personal learning and leveraging of their strengths. Furthermore, leadership includes the developing of other leaders, and being a leader of leaders (Bennis & Nanus, 1997).

Clearly, for organisational leaders, self-awareness and a commitment to continuous personal learning, particularly through exposure to new and different leadership experiences, is an important element enabling organisational leaders to learn and develop continuously, thereby assisting to enhancing and sustaining authentic personal leadership effectiveness. Furthermore, the commitment to learning also extends to leaders developing other leaders in order to build organisation-wide leadership effectiveness.

The personal leadership of organisational leaders includes the attitude and behaviour of humility and the need for vision and authenticity (being 'true to self', and consistent genuine behaviour) (Collins, 2001; Rampersad, 2009). A range of qualities for effective personal leadership includes integrity (Higgs, 2003; Goldsmith *et al.*, 2003; Van Der Merwe & Verwey, 2007). Effective personal leadership by senior leaders is important in instilling ethics-based leadership so as to influence a culture of commitment to upright conduct (Edid, 2004). Effective global organisational leaders engender trust through consistent authentic behaviour that is driven by honesty and integrity (Gratton, 2011; Higgs, 2003; McCall & Hollenbeck, 2002).

Furthermore, corporate and personal values alignment and congruency is required in order that all employees move together in the right direction (Jaques & Clement, 1994). The IBM CEO report (2012) on "Leading through connections" indicates that part of the process of enhancing engagement with staff depends on ethics and values being core to the organisation's leadership.

The above views on personal leadership highlight the importance of a sound values and ethics base, particularly the values of authenticity, honesty, integrity and humility for effective organisational leadership. Furthermore, consistent values-based leadership, particularly by senior organisational leaders fosters a values-based organisational culture of ethical conduct by employees.

It is evident that the elements of self-awareness and continuous personal learning as a leader are important for developing effective organisational leadership. Furthermore, the element of a values-based approach to personal leadership, particularly the values of authenticity, integrity, honesty, and humility, are considered important for effective personal leadership and a basis for effective organisational leadership. Effective organisational leadership, therefore, is based on quality personal leadership comprising continuous learning and sound values-based leadership across all organisational situations.

3.5.1.7 *Situational-contextual impact*

The context is relevant because leadership takes place within relationships between people (Jaques & Clement, 1994). The different situations a leader is faced with and expected to function in, tend to influence and shape their leadership behaviour (Haker & Sharma, 2000; Schultz *et al.*, 2003; Tannenbaum & Schmidt, 1958; Tirmizi, 2002; Vroom & Jago, 2007). Situations influence the consequences of leader behaviour, and a leadership style that is effective in one situation may be ineffective in another (Vroom *et al.*, 2007). Leaders must consider the complexity of the context in terms of the past, current and future (Avolio, 2007).

At the level of global leadership, effective leaders master changing contexts, particularly different cultural contexts (McCall & Hollenbeck, 2002). Increasingly the future context of global leaders requires an appreciation and competence of leading within cultures and across multiple cultures to ensure organisational effectiveness (Li, Wang & Mobley, 2012).

Therefore, effective leadership requires careful consideration of different business situations to ensure the adaption and alignment of appropriate leadership behaviour across varying situations. Furthermore, it is evident that effective leadership of global organisations requires the competence of leading across different situations characterised by a diversity of cultures.

In the South African context, Groothof's (2007) study of leaders from the financial services industry found that leaders engage the context and form a self-selected environmental context, that influences the leaders overall leadership approach. Also, leaders in the South African retail industry focus on the requirement for "contextual competence", which encompasses optimising resources in the current situation and integrating future-related implications for the organisation into strategic solutions (Van Der Merwe & Verwey, 2007). Furthermore, leaders of South African organisations need to consider the unique situation characterised by the diversity amongst employees, including multi-cultural diversity, for effective OL (Cilliers, 2007; Pretorius, Cilliers, & May, 2012).

The situation-context aspect of OL is, therefore, an important aspect for global and South African organisational leaders to consider, influence and respond appropriately to, in order to achieve effective organisational leadership.

3.5.1.8 Building leadership capability

In a global study on OL effectiveness, executives identified improving or leveraging talent – including leadership talent – as a top business priority (Howard & Wellins, 2009). The essentials of OL include building talent – particularly the next generation of leaders – to ensure OL sustainability (Ulrich & Smallwood, 2012).

Building leadership talent requires leaders to coach and develop others including leaders, and to facilitate a learning organisation as part of their role as 21st century leaders (Bennis & Nanus, 1997). Senior leaders need to sponsor and be directly involved in coaching subordinates to ensure sustained requisite leadership competence (Jaques & Clement, 1994). Furthermore, a constructive leadership style includes a leader adopting a coaching style for the development of leadership talent, and this also has a positive impact on the organisational climate (Goleman, 2001).

In addition, effective leaders develop talent and perform a key role in building a learning culture (Burgone, Pedler, & Boydell, 1991). Effective leadership is required across all organisational levels, which includes the leaders' role as coach and mentor to develop other leaders (Kets De Vries, 2006). The competency framework outlined by Van Der Merwe and Verwey (2007) for leaders in the South African retail industry, includes a focus on “learning and knowledge networking” that encompasses imparting knowledge and wisdom through story-telling to other leaders in the organisation.

It is evident from the above views on building leadership capability that effective OL for global and South African organisations requires an investment in the development of leadership talent, through the leader's coaching role, to ensure sustained leadership strength, and to develop a learning culture, in order to enhance sustained organisation effectiveness.

3.5.1.9 Results oriented

A range of qualities for effective leadership includes getting results, including customer satisfaction (Goldsmith *et al.*, 2003). All quality leaders are results-oriented (Bennis, 2007). Effective leadership includes the need to balance achieving tasks with people's involvement in the process (Bakerman, 2001). This requires integrating different levels of work output for organisational goal attainment (Jaques & Clement, 1994). Furthermore, the linking of

attributes and results, and achieving customer-focused results is important for leadership success (Ulrich *et al.*, 1999).

A characteristic of high performance organisations is that their leaders focus on and monitor the key financial indicators of the organisation very carefully (Calton & Payne, 2003; Kets De Vries, 2006). This is in keeping with their role in achieving organisational goals (Senior, 1997).

For leaders to create a world-class quality and service delivery mind-set (Prabhu & Robson, 2000) in their organisations, they need to be highly driven and passionate about achieving results (Collins, 2001; Collins & Hansen, 2011). Leadership in organisations includes the influencing of people through a shared process of achieving collective results (Groothof, 2007). Successful leaders must link their own attributes to the achievement of results and emphasise implementing strategy through achieving customer-focused results (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).

The competency framework for leaders in the South African retail industry includes a focus on customer-focused action. “Taking action” encompasses the commitment and determination to deliver what has been agreed to for short and longer term organisational success (Van Der Merwe & Verwey, 2007). In a study of how global leaders develop, the competency elements for courage and the drive for the achievement of results were identified as important for leadership development (Terrell, 2011).

The above views indicate that effective leaders across the whole organisation tend to be driven and passionate about achieving results, and particularly customer and financial focused results for the short- and long-term success of the organisation. Effective global and South African OL requires the achievement of organisational results (particularly customer- and finance-focused results) as important, and these are posited to be the ultimate evidence of quality leadership in the interest of all stakeholders.

3.5.1.10 Organisational climate and culture

Leadership is central to initiating, building and sustaining organisational climate and culture (Cangemi & Miller, 2007; Bennis, 2007; Goleman, 2000; Jaques & Clement, 1994; Schmidt, Gillespie, Kotrba, Ritchie, & Denison, 2009; Van Der Merwe & Verwey, 2007).

Schein (1985) defines organisational culture as a pattern of basic assumptions – invented, discovered or developed by a group over time as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, taught to new members as the correct way to behave. Organisational

climate, on the other hand, is more focused on the impact that organisational systems have on groups and individuals at a point in time (Schein, 1992).

According to Sorensen (2002), organisational culture is established via a system of values and norms that define appropriate attitudes and behaviours for the organisation's employees. Furthermore, a strong organisational culture is evident if the norms and values are widely shared and intensely held throughout the organisation (Sorensen, 2002). According to Fulop and Linstead (1999), culture is not something that an organisation has, but something an organisation is, and it is not only a place where cultural processes happen, but also an outcome of those processes.

Organisational culture is also relatively unique to each organisation, and organisational cultures evolve from the way different organisations adapt to their environments (Christensen & Gordon, 1999). Furthermore, an organisation's culture reflects the culture (values and practices) of the embedded society, and the 'humane-oriented' practices in a society influence the perceived effectiveness of leaders in organisations (House *et al.*, 2004).

Innovative and high performance organisational cultures, in particular, produce significant longer term economic impact and performance enhancements relative to other organisational cultures and can be a key organisational dimension for driving long-term organisational effectiveness (Denison, Jonovics, Young, & Cho, 2006; Edwards *et al.*, 2002; Kotter & Heskett, 1992).

A different and practical view of organisational culture is to approach building organisational culture from the customers' perspective, which effectively requires building the culture from the outside in (Ulrich, Allen, Smallwood, Brockbank, & Younger, 2009).

The values, behaviours and attitudes of employees and the values inherent in the society in which an organisation functions, therefore, combine to form an organisational climate at a particular point in time, and organisational culture, over the longer term. Organisational climate and culture are also viewed as important in influencing organisational effectiveness through enabling enhanced employee engagement, involvement, motivation, innovation, commitment and performance. The World Economic Forum's (2010) conference on OL emphasised the importance of organisational culture as a key contributor to sustained organisational success.

Effective leadership includes the competency of creating an adaptive social architecture (organisational culture) for their followers, and the generation of trust and optimism (Bennis,

2007). The role of senior leaders is to create, influence and sustain organisational culture as important leadership accountability (Jaques & Clement, 1994).

Organisation climate according to Goleman (2000), is positively or negatively influenced depending on the leader's style, where the greater and appropriate use of emotional intelligence, in a transformational style, positively impacts climate. Furthermore, the fulfilment of a psychological contract, especially on the part of the organisation's leaders and including employees, seems to be an effective process for the development of an open, healthy organisational climate that is encouraging, motivating and conducive to the development of creativity (Cangemi & Miller, 2007).

Effective leadership influences the establishing of a strong organisation culture, particularly with regard to the organisational dimensions of mission, adaptability, involvement and performance (Schmidt *et al.*, 2009). In the South African context the role of effective leaders includes establishing a culture of learning, openness, trust, team working, and performance as a necessary requirement for organisational success (Van Der Merwe & Verwey, 2007).

All in all, effective organisational leadership, particularly the style of organisational leadership, includes the influencing, establishment and sustainment of an appropriate and effective organisational climate and culture, in order to sustain long term organisational success.

3.5.1.11 Leadership style

The elements of empowering others, teamwork, and information sharing with internal and external partners, and using a collaborative leadership style, is important for the effective leadership of modern organisations (Bennis & Nanus, 1997). Kets De Vries (2006, p. 60) states it quite strongly: "the way executives operate in an organisation determines that organisation's success or failure".

Effective leadership requires working collaboratively in teams and engaging stakeholders (Cockerill *et al.*, 1995) as well as getting people to work together and collaborating to achieve a common goal (Ernsberger, 2000). As discussed previously, effective leadership ('level 5' leadership) includes the need for leaders to be collaborative in nature, giving credit to others, developing trust and balancing the people aspect with the drive for and achievement of results (Cardona, 2000; Collins, 2001). A leader's style, therefore, needs to balance the achievement of the task and to ensure people's involvement in the process (Bakerman, 2001).

Effective OL appears to require a collaborative leadership style characterised by team working, engaging with stakeholders, and balancing the people and task aspects of

achieving organisational objectives. Furthermore, leaders must understand and manage their own emotions, and support a culture that embraces and supports the appropriate emotional engagement across the organisation (Ashkanasy & Tse, 2000; Kets De Vries, 2006). Emotional intelligence contributes positively to a transformational and transcendental leadership style (Clarke, 2010; Spears, 2002). According to Goleman (2000), the greater and appropriate use of emotional intelligence supports a transformational evolving to a transcendental leadership approach and collaborative leadership style, which positively impacts organisational climate.

Effective global OL requires senior leaders to provide evidence of open mindedness and flexible thought in engaging with different types of people with different approaches and ideas (McCall & Hollenbeck, 2002). In the 'Globe study' of OL effectiveness, humane-oriented leadership was considered to contribute to outstanding leadership, which is highly desirable along with collaborative and team oriented leadership behaviour (House *et al.*, 2004).

The changing environmental context requires a greater transformational leadership orientation (Groothof, 2007) and, therefore, effective OL requires sound emotional intelligence to enable leaders to manage both their own emotions and those of the internal and external stakeholders. This will support a collaborative and transformational leadership style and positively contribute to organisational effectiveness.

In the South African business context, leadership perspectives have emphasised the philosophy of *ubuntu*, a philosophy founded on the interconnectedness of human beings - the recognition that, I exist because you exist, as part of the community of humanity (Mbigi, 2005). The philosophy of *ubuntu* provides the values foundation for a style of leadership that encompasses engaging with others in a collaborative manner in search of business solutions. *Ubuntu*-based leadership is founded on the values of sharing, communally agreed resources and most importantly the respect for human dignity. All of these align with enhancing an organisation's performance through the collective alignment with performance objectives, and the empowerment and encouragement of people (Khoza, 2012).

Furthermore, effective OL in the South African retail industry includes the competency of leadership by example or "walking the talk", which means engaging with others across different situations, collaborating to achieve organisational goals (Van Der Merwe & Verwey, 2007). Within the South African financial services industry a transcendental leadership approach is advocated, in which employees need to be part of the ongoing organisational changes (Von Eck, 2007). In the South African business context, a collaborative OL style, supported by the values of respect for human dignity, the sharing of

resources, and the empowerment of employees, therefore, needs to be aligned with the achievement of organisational performance objectives.

The nature of effective OL for global and South African organisations, therefore, includes the element of leadership style, based on sound emotional intelligence and characterised by the need for a collaborative leadership style based on the evolution through transformational to a transcendental leadership approach in order to ensure sustained organisational success.

3.5.2 The OL concept

The contextual challenges facing South African organisational leaders (discussed in Chapter 2) are embedded in the overall South African OL challenge for finding new solutions to assist, enhance and sustain world-class organisational effectiveness. In addition to the typical internal organisational focus by leaders, South African contextual challenges require a significant focus on the external environment to ensure organisational effectiveness.

An external focus includes the requirement for Corporate Social Investment (CSI) solutions and engagement with stakeholders across the aspects of education, health, community infrastructure, assistance with fighting crime, and environmental challenges. Engagement with these stakeholders and the consequent CSI investment assists in ensuring the sustainability of the socio-economic system within which local organisations function.

Figure 3.1 reflects a diagrammatic summary of the nature of OL for South African organisations. It reflects the eleven elements (dimensions) of the nature of OL identified in the literature that are required for effective global and South African organisational leadership. These eleven elements are listed as follows (Figure 3.1 with the reference label is listed in brackets below), where effective organisational leaders are required to do the following:

1. Establish vision, mission, strategy, and implement strategy through the collaborative process of formulating solutions and decision making (*vision, mission, strategy*)
2. Demonstrate personal leadership through personal excellence, values-based leadership (*authentic, integrity, honesty, humility*), and continuous learning (*personal, values-based leadership and learning*)
3. Influence and work with change, through ambiguity and paradox (*change, ambiguity and paradox*)
4. Understand the role and empowerment of followers (*followers and empowerment*)
5. Build leadership teams and foster team working (*team working and team development*)

6. Influence, inspire, motivate, and balance the relationship with all stakeholders (*influence and motivate people-stakeholders*)
7. Consider the impact of the situational-contextual dynamic (*situation-context impact*),
8. Integrate and develop accumulated leadership capability across all organisation levels (*building leadership capability across all organisational levels*)
9. Influence the climate and culture of an organisation (*organisational climate and culture*)
10. Drive for the achievement of customer-focused results (*customer-focused results achievement*)
11. Demonstrate a collaborative leadership style (*collaborative leadership style*).

Figure 3.1 summarises the elements relating to the nature of organisational leadership and reflects the transformational and integrative leadership approach which is based on the emerging systems leadership model advocated by Avolio (2007), Kets De Vries (2006), and Sternberg (2007) and Ulrich and Smallwood's (2012) model of effective leadership.

The integrative and effective leadership model links the context and the identified eleven elements of effective OL for the whole organisation. In this instance the influence of the context that is reflected in Figure 3.1 is that of the global and South African business context (as described in Chapter 2 and reflected by the arrows in Figure 3.1) on the nature of OL for South African organisations.

Furthermore, Figure 3.1 reflects how the combined elements of organisational leadership, influenced by the global and South African business context, impact on contributing to sustained organisational effectiveness (reflected by the direction of the arrows at the bottom of the figure).

The nature of OL for South African organisations within the global and South African context (Figure 3.1), therefore, provides the basis for a conceptualisation of OL for this study as follows (Avolio, 2007; Bennis, 2007; Kets De Vries 2006; Sternberg, 2007; Ulrich & Smallwood, 2012): *The cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing the task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, to achieve sustainable results.*



Figure 3.1: A summary of the elements of OL for South African organisations

The conceptualisation of OL provides a foundation to understand the nature of leadership for South African organisations. The discussion of literature on the concept of OL provides the foundation to assist with the exploration of the possible integration of the concepts of OL and brand. In Chapter 4, the discussion will focus on the pursuit of exploring the development of a conceptual model of OLB.

It is evident that the '21st century leadership' of organisations requires new solutions. The continuously changing and complex global and local environment requires the leadership of South African organisations to be consistently broadened beyond the chief executive officer and senior levels to the whole organisation. This requires the accumulation of leadership across all organisational levels to form an organisation's leadership.

Due to the complex and changing context of organisations, the scope of the leaders needs to include an external perspective comprising the views of key stakeholders, for example, customers, investors, regulators, environmentalists, unions, suppliers and the community.

3.6 CONCLUSION

The models of leadership were described in terms of the relationship to OL and leadership brand, and the nature of OL was conceptualised for South African organisations. The challenges of '21st century leadership' for leaders of South African organisations require innovative solutions and include exploring ways to broaden leadership from the level of the individual leader to include the whole organisation in the concept of organisational leadership.

Exploring the integration of OL with the concept of brand at the level of an organisation's leadership, may assist in creating a unique differentiation and enhance an organisation's identity, thereby enhancing organisational resilience and effectiveness.

The theory of brand provides a useful frame of reference that, combined with leadership theory in organisations, can be applied to branding a South African organisation's leadership. This may result in the formation of the 'leadership brand' concept in terms of the content ('the nature of the *what* of leadership in the organisation-the competency framework') and process ('*how* leaders execute behaviour consistently across the different situations, followers, teams, organisational levels and external stakeholders').

A unique leadership brand could assist an organisation in differentiating it to key stakeholders. The OLB may, therefore, also assist an organisation in creating a unique identity. Enhancing an organisation's brand through effective and unique leadership qualities encapsulated in a 'leadership brand', may assist in building 'organisational resilience' to prevent and deal better with organisational governance and performance in the 21st century.

Chapter 4 investigates the concept of brand, particularly in terms of brand within organisations, to enable further investigation for the integration of the concept of brand with the concept of organisational leadership.

CHAPTER 4: THE ORGANISATIONAL LEADERSHIP BRAND CONCEPT

4.1 INTRODUCTION

In Chapter 2 an overview was provided of the global and South African business context and the implications for organisational leaders were described. Chapter 3 provided a discussion and description of the models of leadership as regards to OL and leadership brand to establish a conceptualisation of OL.

After consideration of the South African business context and the nature of effective OL a working conceptualisation of OL was compiled for South African organisations. The conceptualisation includes leadership across all levels of an organisation as part of the nature of organisational leadership.

The continuously changing and increasingly complex South African business environment requires an organisation's leadership to adapt, align and implement strategy to ensure sustained organisational effectiveness. Based on the discussion of the literature it is apparent that South African organisational leaders need to find new solutions to contribute towards organisational effectiveness. An example is the need for public-private education partnerships to enhance the development of scarce skills, while navigating through a complex milieu of local social, economic, technological, environmental and political influences.

It was evident from Chapter 3 that the nature of effective OL includes the requirement that leaders' at all organisational levels influence and impact both internal and external stakeholder relationships such as the employees and the community, to assist in achieving organisational success. The impact of effective OL is considered to be a strategic factor in achieving organisational differentiation in a highly competitive business environment (Kets De Vries, 2006; Ulrich & Smallwood, 2007; 2012).

In the highly competitive world referred to as the "age of identity" (Bouchikhi & Kimberly, 2008), termed the I* Dimension, emphasis is placed on the need for leaders of organisations to look beyond conventional strategy and consider whether the deeper aspect of an organisation's identity can assist in sustaining competitiveness in an increasingly complex global business environment. According to Bouchikhi and Kimberly (2008), the I* Dimension is considered to comprise multiple anchors to differentiate an organisation, as viewed by organisational internal and external stakeholders. These include values and beliefs, core

business, people characteristics, knowledge base, operating philosophy, nationality, a legendary founder, governance structure, or a combination of these.

Leaders in this age of identity need to establish whether the organisation's identity is an asset that can be used for positive change or a liability that reduces organisational effectiveness and that must be addressed to avoid being compromised by the competition (Bouchikhi & Kimberly, 2008). Furthermore, Gerzema and LeBar (2008) indicate in what they term "the Brand Bubble", that organisations need to find new ways of differentiating their brands, including the organisation's brand and the positive role of the organisation's leadership in influencing it.

In addition to organisations exploring effective leadership as a means to differentiate from competition, the concept of brand and branding has been used at the level of the operation of the whole organisation to enhance the organisation's identity, so as to differentiate from the competition (Aaker, 2004; Hatch & Schultz, 2001). More conventionally, the concept of brand and branding has been used to distinguish and market products and services, and build customer commitment (Aaker & Joachimsthaler, 2000; Kapferer, 2008; Kotler, 2007; Keller, 2003).

Further application of branding in organisations, according to Barrow and Mosley (2005) and Van Dyk and Herholdt (2004) is that of 'employer branding'. The concept of employer branding comprises the extent to which the organisation's employment policies and practices are effective in attracting and retaining talent relative to other organisations. Effective employer branding helps an organisation to differentiate itself from other organisations on the basis of its overall positive status as a preferred employer (Barrow & Mosley; 2005; Van Dyk & Herholdt; 2004).

Organisational and employer branding used within organisations, where the brand concept encompasses brand identity and brand equity, are considered important in the search for organisational identity and differentiation (Aaker & Joachimsthaler, 2000; Kapferer, 2008, Keller, 2003; Kotler, 2007). Furthermore, part of an organisation's identity may reside in the existing or potential for organisational differentiation that can be positively influenced through an organisation's leadership as a brand (Ulrich & Smallwood, 2007; 2012). An organisation's effective leadership is regarded as an important factor in achieving organisational differentiation in a highly competitive business environment (Bouchikhi & Kimberly, 2008; Kets De Vries, 2006; Ulrich & Smallwood, 2007; 2012).

The focus of this chapter is to describe the concept of brand, brand identity and brand equity within the context of organisations to assist in building a conceptual foundation for the

concept of OLB. The relationship between brand identity and brand equity concepts with the concept of OLB will be explored and described. The importance of the concept of brand equity will be described, including the development of brand equity. The second half of the chapter includes a discussion of the elements of OLB in order to assist in formulating an exploratory conceptual model of OLB.

4.2 BRAND DEFINED

The concept of brand is considered as the cornerstone of modern marketing and focuses on the distinctive identity and expectations of a product, service and company. The distinctive identity of a brand enables a product, service and/or company to differentiate itself from competition, to customers in selected markets (Aaker & Joachimsthaler, 2000; Kapferer, 2008, Keller, 2003; Kotler, 2007).

A brand differentiates a product, service or company by establishing brand identity through functional and emotional benefit to the customer, which develops into brand strength/brand equity over time, to achieve competitive advantage (Aaker & Joachimsthaler, 2000; De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003). Furthermore, the brand's differentiation helps to influence buying behaviour, and creating brand equity and business value (Kapferer, 2008, Keller, 2003; Kotler, 2007). Ulrich and Smallwood (2007; 2012) postulate that the distinctive brand identity that organisations need to achieve competitiveness will be enhanced if they achieve unique and distinctive effective organisational leadership, which enhances business value.

Brand identity and brand equity will be discussed in more detail in the next section so as to form the basis for the conceptualising of a brand equity model. Following this the links between the brand equity model and OL will be explored.

4.2.1 Brand identity defined

Brand identity comprises the concept of brand essence. Brand essence is the 'glue' that connects and drives a value proposition of functional or tangible, emotional and self-expressive benefits that promote and establish a relationship with the customer (Aaker & Joachimsthaler, 2000; De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003). This definition of brand identity focuses on the functional and emotional benefit of the product and/or service meeting the customer's needs to the extent that a favourable relationship is formed with them.

Kapferer's (2008) brand identity prism includes the psychological aspects of cognition (mental associations) and emotions to form the foundation of a brand's identity. This identity establishes a relationship with the customer to influence purchasing choices. The brand

identity prism comprises the six dimensions of a brand's composition: the physical, the personality, the culture, the self-image, the reflection and the relationship attributes, which combine in a dynamic interplay to communicate a brand to consumers (Kapferer, 2008). This is the essence of what is meant by brand identity.

Furthermore, brand identity is an important means for organisations to establish uniqueness in products, services and the operation of the organisation relative to competitors. Brand identity may also translate into brand strength, translating into increased present and potential future revenue. The development from brand identity to brand strength is understood to mean the development of brand equity.

4.2.2 Brand equity defined

Brand equity results from the extent to which 'brand assets' (awareness, reputation, image, personality and values, consideration, and conviction among the market and population) of products, services and/or an organisation, are combined with 'brand strength' - a competitive situation, command market share and leadership regarding the products, services and/or an organisation (Aaker & Joachimsthaler, 2000; De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003). The focus of this definition of brand equity is that of the sustained favourable reputation of a product, service and/or an organisation according to customers, resulting in enhanced business performance.

Keller's (2003) customer-focused (retail context) brand equity model highlights four steps to building brand equity: from brand identity to brand meaning, to brand responses and finally to brand relationships, resulting in brand equity. The four steps build on one another from brand identity through to strength of brand as determined by loyal customer relationships.

Extending the application of concept of brand equity from the consumer – retail context to the Business to Business context (B2B), Kuhn, Alpert and Pope (2008) propose that Keller's (2003) customer-focused brand equity model can be applied, with various modifications, to the B2B context to understand how brand strength develops.

The B2B context for building brand equity requires that the management of multiple inter-organisational stakeholder relationships, which form part of the B2B value chain, be integrated as part of the process of building B2B brand equity (Glynn, 2012; Kuhn *et al.*, 2008). Brand equity reflects sustainability and the brand's economic value, and is specifically defined in terms of the extent to which profits are enhanced by the brand currently and in the future (De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003).

The Keller (2003) brand equity approach is based on a customer-retail focus, while Kuhn *et al.* (2008) indicate a B2B-focused context. The modifications to Keller's (2003) model for the

B2B context include, according to Kuhn *et al.* (2008), the role of the multiple customers based in the client organisation; the role of the relationship or sales person required to engage with multiple client organisation stakeholders; and the requirement for the involvement of stakeholders in managing brands. Kuhn *et al.*'s application of the Keller (2003) brand equity model to the B2B context, therefore, provides a broader stakeholder view as regards to brand equity.

The inclusion of the more comprehensive view of stakeholders in establishing brand equity in the B2B context is suggested as relevant for the consideration of OL as a brand. This is because organisational leadership, in essence, includes the influencing of stakeholders to impact positively on the achievement of organisational objectives. It was evident in Chapter 3 that OL positively influence stakeholders as follows: ... across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, to achieve sustainable results.

In relation to both the customer and B2B brand equity approaches, Ind and Bjerke (2007) emphasise a participatory approach involving staff and other stakeholders in the formulation and on-going management of an organisation's brands. In this approach, staff and other stakeholders like customers, are requested to provide input into brand formulation and review exercises.

Engaging with staff and stakeholders assists in the formulation and management of the relevant substance or content of an organisation's brands and simultaneously aligns the support of stakeholders with the organisation's brands (Ind & Bjerke, 2007). Similarly, with the connection to OLB, it may also be advisable to consider engaging with stakeholders within and external to the organisation, as part of the process of formulating and reviewing an organisation's leadership brand. The customer and B2B brand equity approaches, complemented by the participatory approach, therefore, provide some insight into the possible connections between brand and the nature of organisational leadership.

Keller (2003) describes the following four consecutive steps to building consumer brand equity:

Step 1: Brand identity (the salience of the brand)

Step 2: Brand meaning (the performance and imagery of the brand)

Step 3: Brand response (the judgements and feelings about the brand)

Step 4: Brand relationships (resonance: the customer's relationship with the brand).

Each of the four steps is required to develop brand equity progressively for consumer brands, supported by the related six brand-building blocks (indicated in brackets above): salience, performance, imagery, judgements, feelings, and resonance. In the instance of developing a more comprehensive view on brand equity development across consumer and industrial brands, the B2B brand equity perspective needs to be considered as a basis to explore the connections with brand and the nature of organisational leadership.

An integration of the Kuhn *et al.* (2008) B2B brand equity perspective with the Keller (2003) brand equity model provides the following four modified steps to building brand equity across consumer and industrial brands:

Step 1: Brand identity (the salience of the consumer and manufacturing brand)

Step 2: Brand meaning (the performance, imagery and reputation of the brand)

Step 3: Brand response (the judgements, feelings, and the sales force/stakeholder influence of the brand)

Step 4: Brand relationships (resonance: the customer's relationship with the brand; and partnership solutions).

It is proposed that the combination of the consumer and B2B brand-building steps, including the brand-building blocks (indicated in brackets above) provides a broad basis to developing brand equity and for exploring the connections with the nature of organisational leadership. Figure 4.1 illustrates the steps and building blocks to developing brand equity followed by a discussion of the adapted brand equity model.

According to Keller (2003) and Kuhn *et al.* (2008), the four steps in building brand equity (Figure 4.1) each build on the previous step to achieve higher levels of brand equity. The four steps consist of six brand-building blocks (indicated inside the triangle of Figure 4.1) comprising: salience (of the consumer and manufacturing brand), performance and imagery/reputation, judgements and feelings/sales force relationships, and finally resonance/partnership solutions. The successful outcome of each of the four successive steps and related six brand-building blocks is higher levels of brand equity (Keller, 2003; Kuhn *et al.*, 2008).

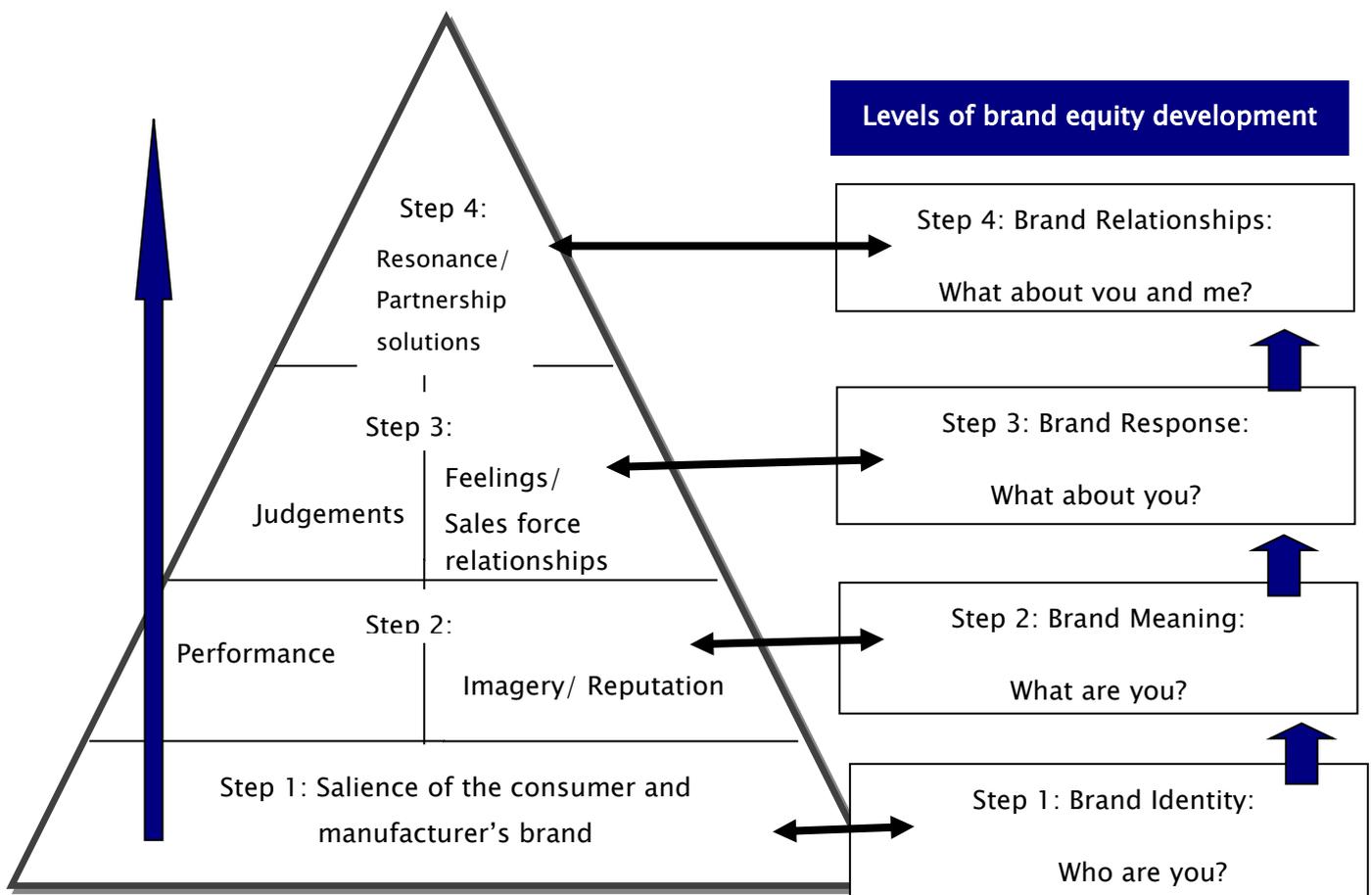


Figure 4.1: Adapted brand equity model (adapted from Keller, 2003; Kuhn *et al.*, 2008)

The brand equity models from Keller's (2003) customer-based model and the Kuhn *et al.* (2008) B2B-based model, including the role of multiple stakeholders advocated by Ind and Bjerke (2007) have been integrated to provide a more comprehensive foundation for understanding the development of brand equity from the customer and other stakeholders perspectives. Both the customer focus and multiple stakeholders, from the B2B context, combine to form the adapted brand equity model (Figure 4.1), which serves as a guide for the possible development of OLB equity.

4.2.3 Steps in establishing brand equity

The basic ingredient to building a strong brand is illustrated in Figure 4.1: Step 1 – brand identity – who are you? The saliency of the consumer and manufacturer's brand, according to Keller (2003), and adapted from Kuhn *et al.*'s (2008) B2B brand focus, is that of establishing the correct brand identity. Although B2B products also have images and perceptions of value, Kuhn *et al.* (2008) and Rosenbroijer (2001) point out that a company's salespeople and distribution network are important in building brand salience. This results

from enhanced awareness across multiple stakeholders involved in the product and/or service buying decision.

The product and/or service brand identity and brand salience is largely achieved through advertising to establish a brand identity with customers. Based on the salience (the 'most noticeable and stand out' aspects of consumers need satisfaction and category identification) brand awareness typically results at the individual customer level (Keller, 2003; Kuhn *et al.*, 2008).

The second step (Figure 4.1: Step 2 – brand meaning – what are you?) of establishing brand meaning for consumer products and services, according to Keller (2003) is a result of the extent of brand performance (functional) or image related (abstract) associations (Figure 4.1: step 2: performance; imagery; and reputation). Within the B2B context brand meaning appears to be a function of both the tangible and intangible elements of the product (quality, reliability and performance), distribution services, support services, and the company's credibility or reputation (Kuhn *et al.*, 2008; Low & Blios, 2002; Mudambi, 2002). Furthermore, in the B2B context (refer Figure 4.1: reputation), the credibility and strength of a manufacturer's organisation brand is important for a greater customer emphasis on purchase risk reduction rather than only relying on the product's brand (Gylling & Lindberg-Repo, 2006; Kuhn *et al.*, 2008; Mudambi, 2002). Building brand meaning is supported by the company name within the B2B context. For instance, the corporate ability of financial services organisations can be enhanced through using the corporate brand as part of product communication (Berens, Van Riel & Van Bruggen, 2005).

The third step (Figure 4.1: brand response – what about you? The judgements and feelings about the brand) in Keller's (2003) customer-focused brand equity model is the brand response, representing opinions and evaluations based on the associates identified in brand meaning (step 2). These judgements are based on overall quality, credibility, consideration, superiority, including the customer's emotional responses and reaction (feelings) to the brand.

Sales employees (Figure 4.1: sales force relationships) have an important influencing and educating role for buyers and re-sellers, to enhance confidence in the brand (Abratt & Mofokeng, 2001; Gupta, Melewar, & Bourlakis, 2010; Michell, King, & Reast, 2001). The brand-building blocks through to Step 3 (Figure 4.1) are important for establishing trust in the brand, which forms the basis for establishing customer and stakeholder loyalty in step 4 of developing brand equity (Taylor, Celuch, & Goodwin, 2004).

The final step (Figure 4.1: brand relationships – what about you and me? The resonance of the brand) in the Keller (2003) model focuses on brand relationships with customers at an intense and loyal level. This intensity is characterised by behavioural loyalty, attitudinal attachment, sense of community and active engagement. In the B2B context (Figure 4.1: partnership solutions), customer and stakeholder loyalty is evident at the product and organisation level brand, which results in customer's and stakeholders' support and positive referrals and extended credibility to other products with the same brand name (Kuhn *et al.*, 2008; Mudambi, 2002).

Aligned to the adapted brand equity model presented in Figure 4.1, is the involvement of stakeholders in a participatory manner, according to Ind and Bjerke (2007), to achieving brand equity. The participatory aspect emphasises the need for aligning the internal (inside – out) drivers of organisational culture, leadership and human capital. Organisational culture based on the dimensions of involvement, consistency, adaptability and mission, and alignment of the organisational leadership's competence and human capital drivers (motivation, satisfaction, confidence, trust, engagement, physical and psychological wellbeing of staff), are required to support the brand's identity in the market place (Ind & Bjerke, 2007).

The four steps of the adapted brand equity model provide a conceptual foundation to explore its application to the development of brand equity as related to the concept of organisational leadership. Furthermore, the participation of internal and external stakeholders such as employees and customers and broader external stakeholders such as suppliers contribute to the development of an organisation's brand equity, in general, and also the development of an organisation's leadership brand equity.

The four steps of the adapted brand equity model integrated with the participation and influence of internal and external stakeholders to developing brand equity, provide the conceptual foundation to explore the relationship of the concepts of brand, and particularly brand equity and organisational leadership.

4.2.4 The relationship between brand equity and organisational leadership

The application of the brand identity and brand equity concepts within the competitive business environment is considered a possible means for organisations to differentiate themselves based on the uniqueness of their leadership (Ulrich & Smallwood, 2007; 2012; Ulrich *et al.*, 1999). The uniqueness of an organisation's leadership is captured in the concept of an organisation's leadership brand (Ulrich & Smallwood, 2007; 2012).

Furthermore, in order to achieve OLB effectiveness, an organisation's leadership needs to formulate and establish, in an engaged process with staff, a strategically aligned and appropriate leadership brand identity, as the basis for building OLB equity over time.

Following the description in the previous section of the four steps to building brand equity, based on the adapted brand equity model, this model's application can be explored in terms of the concept of leadership brand. It is proposed that the adapted brand equity model's (Figure 4.1) four-step-structured process, including the participation of organisational internal and external stakeholders to developing brand equity, provides a basis through which the OLB can be developed. The application of the adapted brand equity model to the development of OLB equity is described in the following section on the exploratory conceptual model of OLB presented in Figure 4.2. An initial perspective is provided for linking the development of OLB equity with the principles of brand equity development (Figure 4.1), and for this purpose reference is made to the exploratory concept OLB model (Figure 4.2) in the following paragraphs.

Level one of the exploratory concept model of OLB (Figure 4.2) focuses on defining, clarifying and communicating the identity of an organisation's leadership brand. Levels two and three relate to the performance of leaders as related to the organisation's leadership brand. Leaders need to deliver according to the expectations of various stakeholders with whom leaders need to engage on a consistent basis (Ulrich & Smallwood, 2007; 2012; Ulrich *et al.*, 1999).

The fourth level reflects the organisational leadership's repeated performance delivery to meet stakeholder expectations at a more intense and loyalty relationship level. It is suggested that this stakeholder loyalty relationship level (development of level four leadership brand equity in Figure 4.2) indicates a level of trust that an organisation's leadership establishes and results in the continuation of performing according to stakeholder expectations. Establishing the stakeholder loyalty relationship level translates into enhanced leadership credibility and OLB equity.

A participatory approach to internal organisational stakeholders is emphasised in the adapted brand equity model in order to sustain brand equity. The participation by stakeholders relates to the need for the alignment of the internal (inside-out) drivers of organisational culture, leadership and human capital (Ind & Bjerke, 2007). Furthermore, it is suggested that application of the adapted brand equity model to OL requires a transformational-collaborative leadership approach that engages stakeholders as part of the process to assist with the development of OLB equity (Avolio, 2007; Kets De Vries, 2006; Ulrich & Smallwood, 2007; 2012).

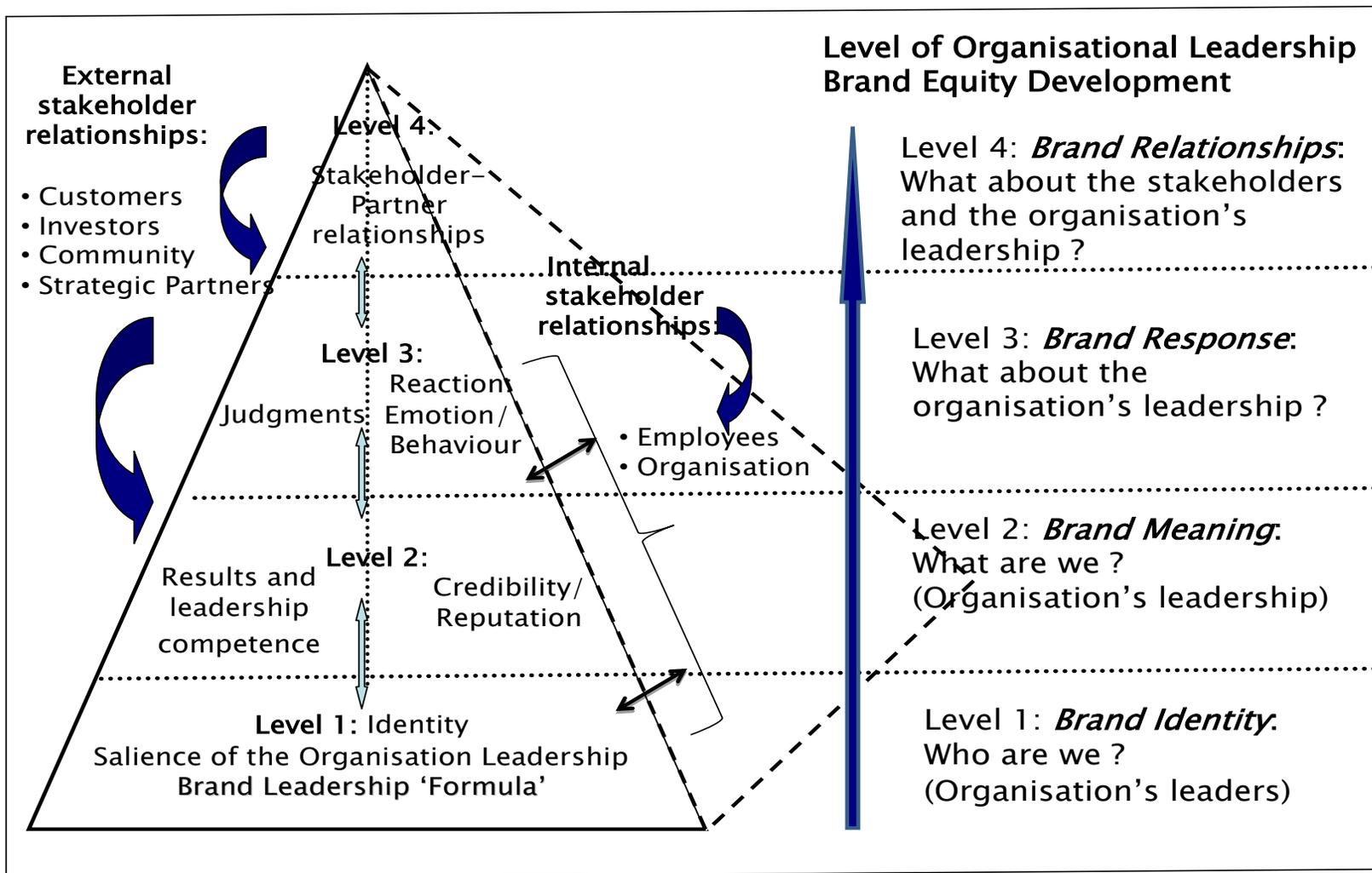


Figure 4.2: Exploratory concept model: OLB for public listed South African organisations

The adapted brand equity model's (see Figure 4.1) inclusion of the impact of other related brands on the development of brand equity, such as the organisation's brand, effectiveness of groups within the business value chain (e.g. sales and distribution staff) and the brands of other products and services, points to the need to consider the influence of organisation related brands with an organisation's leadership brand (Keller, 2003; Kuhn *et al.*, 2008). An understanding of the influence and alignment of branding at the level of the individual, the organisation, and the organisation as employer is, therefore, considered relevant as related to an organisation's leadership brand.

The next section explains the concepts of personal (individual), employer (organisation as an employer), and organisational brand and the connection with organisational leadership.

4.3 THE BRAND CONCEPT AT THE INDIVIDUAL LEVEL

The nature of an organisation's leadership is influenced by the cumulative effect of the personal brands of staff, particularly staff in leadership roles (Ulrich & Smallwood, 2007; 2012). An understanding of the nature and impact of an individual's personal brand is, therefore, required to consider possible links with the concept of OLB.

Arruda and Dixson (2007), Montoya and Vandehey (2005a; 2005b), Peters (1999), and Rampersad (2009) introduced the concept of a personal brand. According to these authors an authentic personal brand represents a values-based identity, reputation and distinctiveness as an unique individual, and reflects who we are through what and how we communicate to others, what we do, and our behaviour across various situations.

In a business setting, authentic personal branding creates a competitive advantage through the values a person stands for, imparting benefits for and to others. It also influences how others perceive the individual, the identity others remember the individual by, and the confidence of others is enhanced through interacting with the individual (Criswell & Campbell, 2008; Rampersad, 2009).

In the context of an organisational setting, branding at the individual level, particularly in terms of the values and behaviour involved, also needs to include alignment with the concepts of organisation and employer brand to ensure overall coherent branding as related to an organisation (Rampersad, 2009; Sartain & Schumann, 2006).

The application of the concept of brand at multiple levels of an organisation to reflect an 'organisation brand', an 'employer brand', and an 'individual's brand' indicates the inherent

requirement to create an identity that differentiates from the competition (Bouchikhi & Kimberly, 2008). Business value may be created if integration and alignment exist across these brand levels. The role of leadership in an organisation is to influence and shape these brands to enable the development of enhanced brand equity at the organisational and employer brand levels (Barrow & Mosley, 2005; Bouchikhi & Kimberly, 2008; Foster, Punjaisri, & Cheng, 2010; Kapferer, 2008; Rampersad, 2009; Ravasi & Schultz, 2006; Sartain & Schumann, 2006). This will result in the achievement of an organisation's uniqueness and credible reputation as an employer, thereby contributing to organisational effectiveness.

4.4 THE BRAND CONCEPT AT ORGANISATIONAL LEVEL

Organisational brand involves the organisation's identity becoming as important as the attributes of the service and products they offer (Aaker, 2004; Hatch & Schultz, 2001). Ravasi and Schultz (2006) indicate that organisations have regained competitive position through successfully leveraging and asserting their unique organisation's cultural identity. Organisational leaders utilise the organisation's identity as part of an organisation's branding efforts to differentiate and position the organisation positively to the market and stakeholders. Stakeholders include current and future staff, investors, company analysts, and activist groups (Hatch & Schultz, 2001).

Organisational branding also requires that the behaviour of organisational leaders and staff are authentically aligned with identity claims both internal and external to the organisation (Bouchikhi & Kimberly, 2008). This means that the behaviour of leaders and employees within the organisation is consistent with their behaviour towards external stakeholders, such as customers, in order to provide a coherent and consistent identity message. Furthermore, the consistency of leaders and employees behaviour internal and external to towards stakeholders is supportive of enhancing employee motivation.

Similarly, Branson (2008) argues for the importance of this authentic alignment based on the Virgin Group's success and failures relating to the alignment between the brand message and employee behaviour. The failure in the form of a misalignment of the brand message and employee behaviour has resulted in lowering the motivation of employees, as well as inconsistent and inappropriate employee behaviour relative to that required by the brand message.

The importance of the authentic nature of organisation branding is emphasised by Rampersad (2009) in order to enhance and sustain an organisation's brand equity. Authenticity is achieved

if the vision, mission, and core values (the soul of the organisation), and the organisation's brand promise, are aligned.

The efforts to brand South African organisations effectively through the authentic alignment of internal stakeholders, including leaders, with organisational identity claims to external stakeholders, indicate that the leadership of organisations is a critical success factor in these organisational branding efforts. If misalignment between identity claims and reality exists, significant risk of reputational damage and negative business impact might occur (Gaines-Ross, 2000; Rampersad, 2009). The requirement to align internal organisational practices and external branding claims further supports the idea of exploring the integration of branding and organisation's leadership as contributory to the overall brand of the organisation.

Closely aligned with the concept of organisational branding is the employer brand concept.

4.5 THE BRAND CONCEPT AT THE LEVEL OF THE EMPLOYER

The concept of 'employer brand' involves the application of the organisational elements of strategic branding, the organisation's integration and alignment with a range of human resources dimensions, leadership behaviour, employer and employee value propositions (Barrow & Mosley, 2005; Kurerth & Mosley, 2011; Sartain & Schumann, 2006). The central idea is that these organisational elements can be represented in a brand which helps to achieve enhanced employee engagement and commitment and an organisation being described as a 'great place to work' (Barrow & Mosley, 2005).

Furthermore, in the employer branding process, employees are viewed as corporate partners to co-create employee-employer values, thereby enhancing the sustainability of the employer brand (Aggerholm, Andersen, & Thomsen, 2011). Foster *et al.* (2010) indicate the importance of aligning internal employee branding and employer branding to enhance both the employer brand and contribute effectively to the organisation's brand. Van Dyk and Herholdt (2004) refer to the employer brand using a South African organisation as a case study, illustrating that an integrated approach to human capital management, which is aligned with the values and behaviour that the organisation's brand represents, supports the enhanced attraction and retention of talent. In South Africa, the Deloitte 'best company to work for' survey (2008; 2009; 2010) emphasises the relevance of a healthy employer brand to support the attraction and retention of talent. The increased focus on the development of employer brand is illustrated in the significant increase in the number of corporate employer brand manager positions advertised around the world over the period 2009 to 2011 (Minchington, 2012).

A central concept of the employer brand is that of intellectual capital management. Human capital management includes human, structural, customer (relationship) and financial capital, and this is a key process to unlock hidden value in organisations (Bontis, 1998; Bontis & Fitzenz, 2002; Firer, 2005). This supports the role of organisational leaders to include effective human capital management so as to enhance an organisation's employer brand.

An important part of a strong employer brand concept is staff's perception of the quality of an organisation's leaders (Minchington, 2010). This further reinforces the importance of the role of organisational leaders for effective organisational leadership, as viewed by employees, which is supportive of an organisation's employer brand. More highly regarded 'employer branded companies' had relatively more effective transformational leadership, as perceived by staff (Deloitte best company to work for survey, 2008; 2009; 2010). This suggests that effective organisational leaders demonstrate a transformational leadership style, which supports the developing and sustaining of a reputable employer brand.

Therefore, employer brand can be enhanced through effective human capital management which is enabled through a transformational leadership approach (Barrow & Mosley 2005; Deloitte best company to work for survey, 2008; 2009; 2010). Furthermore, effective human capital management of an organisation's leaders forms an important part of the process of developing and sustaining the effectiveness of an organisation's leadership (Barrow & Mosley 2005). The contribution of the brand concept at the level of the employer to an organisation's distinctiveness, as an employer of existing and potential employees, is largely dependent on the effectiveness of an organisation's leadership. In this instance the effectiveness of an organisation's leadership focuses on the effectiveness of the leader's management of the organisation's human capital.

In summary, it is evident that the concepts of brand identity and brand equity are relevant to the authentic alignment of the concepts of individual, organisational and employer brand. Leadership involvement and effectiveness, particularly a transformational leadership approach, is considered a key aspect to establishing and sustaining these branding efforts (Barrow & Mosley 2005; Bouchikhi & Kimberly, 2008; Kapferer, 2008; Rampersad, 2009; Ravasi & Schultz, 2006).

As was previously mentioned, a new development combining the concepts of brand and OL towards establishing a 'leadership brand' has emerged (Ulrich & Smallwood, 2007; 2012). In their quest for a unique identity to sustain competitiveness, organisations are not merely

focusing on strengthening individual leadership competence, but are building a more general and broader OL capability (Ulrich & Smallwood, 2007; 2008; 2012). This is evident from the idea of the leadership brand concept, developed from a foundation of leadership competence, and used within the context of an organisation, postulated by Ulrich *et al.* (1999), and Ulrich and Smallwood (2007; 2008; 2012). This is relevant for South African organisations regarding the idea of exploring differentiation from other organisations by combining the concepts of brand and OL to form a unique 'OLB'.

The following section further extends the application of the adapted brand equity model to OL to explore the formulation of a concept model of OLB for public listed South African organisations.

4.6 CONCEPTUALISING AN ORGANISATIONAL LEADERSHIP BRAND MODEL FOR PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS

According to De Vos *et al.* (2011) scientific research includes the utilisation of conceptual frameworks inclusive of models used to partially represent a given phenomenon or reality. The purpose of formulating a model is to attempt to represent reality as a basis to explore and test the model against empirical data (Barker, 2003).

A model consists mainly of words describing the broad and main features of phenomena for the purpose of research (De Vos *et al.*, 2011). Mouton and Marais (1990) point out that to enable research, the nature of the conceptual framework is determined by the function of the framework's contribution to the research. Furthermore, the model's function is to reduce complex concepts to simpler ones and to classify concepts in a guiding and exploring manner to enable the discovery or exposing of certain relationships between concepts and for theories to emerge (Gilgun, 2005; Jaccard & Jacoby, 2010; Mouton & Marais, 1990). In addition, models can be used to explore new areas of research through the emphasis placed on certain conceptual relationships (Dubin, 1969; Jaccard & Jacoby, 2010; Mouton & Marais, 1990). A conceptual model can, therefore, assist the research process by providing a framework for the organisation of the knowledge of a subject, such as OL and brand, so as to serve as a guide for the interpretation of the elements that comprise the subject.

In this study the findings from the discussion of the literature of the context of organisational leadership, the nature of organisational leadership, brand and leadership brand, and the postulated relationship between the concepts of organisational leadership, brand, and OLB are discussed and represented diagrammatically by an exploratory concept model of OLB for public

listed South African organisations (Figure 4.2). The purpose of the exploratory conceptual model of OLB for public listed South African organisations was to guide the exploration of the relationship between these concepts to assist in answering the primary research objective, namely, to investigate the OLB concept for public listed South African organisations.

The discussion of the literature on brand management as related to organisational brand concepts such as products and services brands, and organisation-corporate, employer, and individual branding are relevant, requiring authenticity and alignment, through effective organisational leadership, to sustain business differentiation and success (Barrow & Mosley 2005; Bouchikhi & Kimberly, 2008; Kapferer, 2008; Rampersad, 2009; Ravasi & Schultz, 2006). Furthermore, organisations can increase differentiation through the integration of the brand and OL concepts, as this results in the leadership of organisations as a brand (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2012).

The literature on leadership brand suggests that OLB for public listed South African organisations is postulated to assist in the research process. The adapted brand equity model (Figure 4.1) explains the process of brand equity development and is used as the basis to explore the application to OL for the achievement of OLB equity. The proposed elements of the exploratory conceptual OLB model for public listed South African organisations (Figure 4.2) are described in the following sections.

4.6.1 The relationship between brand identity and OLB

The concept of OLB results from integrating the concepts of OL with brand. According to Ulrich and Smallwood (2007:5), “leadership brand is the identity of the leaders throughout an organisation that bridges customer expectations and employee and organisation behaviour”. This points to effective leadership behaviour at all levels of an organisation that forms a leadership brand as part of the leadership process of engaging with employees and customers to deliver on customers’ expectations. This further suggests that an OL identity should consequently incorporate an authentic distinctiveness that leaders at all organisation levels can relate and aspire too.

Bouchikhi and Kimberly (2008) indicate that authentic leadership is important in defining and managing the ‘soul’ of a company, which is the company’s identity. An individual’s leadership brand represents a person’s authentic identity, reputation and distinctiveness as a leader, and reflects who we are through what he or she does (Peters, 1999; Rampersad, 2009). Alignment

between the personal leadership brand and an organisation's brand is essential to create authentic OLB identity, strength and value (Rampersad, 2009; Ulrich & Smallwood, 2008).

The core of OL identity is sound leadership competence at all organisation levels (Ulrich & Smallwood, 2007). According to Ulrich and Smallwood (2007; 2008; 2012); and Ulrich *et al.* (2008), the 'leadership code' forms the foundation of the leadership brand, and describes the excellence of leaders required in terms of the following elements of organisational leadership:

1. Mastery of strategy and positioning the organisation for longer term success with the customer
2. Demonstrating strategy execution through building and implementing organisation processes that deliver results
3. Managing all aspects of people and talent management (human capital management) to ensure future leadership capability, across the organisation
4. Demonstrating personal proficiency, including continuous learning, integrity, social and emotional intelligence, taking bold decisions and building trust.

These elements of OL point to a requirement for organisational leaders to demonstrate competence regarding personal leadership, a customer-focused strategy and the implementation thereof and effective human capital management. Furthermore, the external (outside) to internal (inside) organisational emphasis – meaning a focus on the customer in formulating and implementing the business strategy supported by an internal alignment of organisational processes and effective human capital management, at all organisational levels - forms the foundation of an organisation's leadership brand.

In addition, the inclusive element of leadership suggested by the customer and employee engagement suggests a transformational leadership style as being part of the nature of effective OL and supportive of an organisation's leadership brand. The four described 'leadership code' elements also indicate a consciousness and clarity as to what is required to form effective leadership as the basis for the identity of an organisation's leadership brand.

An organisation's decision on the formulation of its leadership brand identity is the focus of the level one (OLB identity) of the concept OLB model for public listed South African organisations presented in Figure 4.2.

The four broad leadership elements that form the concept of 'leadership code' were discussed and substantiated by the review of organisational literature on the conceptualisation of OL in Chapter 3. The literature on OL indicated that unique and additional elements of leadership

competence need to be considered for public listed South African organisations (Chapter 3 and Figure 3.1).

The elements of leadership contained in the 'leadership code' according to Ulrich and Smallwood (2007; 2008; 2012; Ulrich *et al.*, 2008), and the additional elements that were discussed and supported by the review of literature on OL in Chapter 3 and summarised in Figure 3.1, form the 'leadership formula' in Figure 4.2. It is suggested that the leadership formula is based on the key elements that contain the core of leadership excellence and provides the basis for designing the identity of the OLB. In fact, the identity of the leadership brand is a higher level theme than the competencies required of a leader, and captures the essence, uniqueness and distinctiveness of an organisation's leadership relative to competitors. To illustrate the concept of a leadership brand identity, the leaders at PepsiCo, for example, decided on "building the next generation of talent" – the identity of the PepsiCo leadership brand (Ulrich & Smallwood, 2007).

The elements of leadership excellence, as described in the concept of an organisation's leadership formula combined with the OL elements identified in the leadership literature and the business context for South African organisational leaders across all organisation levels, resulted in the development of leadership elements and current understanding of the concept of OL reflected in Chapter 3.

The nature of OL was conceptualised for the purposes of this study as: *the cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, and sustaining leadership capacity, to achieve results.*

The above conceptualisation serves as a foundation for establishing the leadership formula of competence for South African organisation leaders. The elements of the nature of OL identified in the literature (Chapter 3) indicated the nature of leadership competence as follows: leaders are required to establish vision, mission, strategy, and implement strategy through the collaborative process of formulating solutions and decision making; influence, motivate, and balance the relationship with all stakeholders (inside and outside the organisation); influence and work with change, through ambiguity and paradox; integrate and develop the talent and

accumulated leadership capacity across all organisation levels; understand the role and the need to empower followers; drive for and achieve customer-focused results; consider the situational-contextual dynamic; build leadership teams and the capacity for team working; influence and guide the development of organisation culture; demonstrate personal leadership through personal excellence, values-based leadership (authentic, integrity, honesty, humility), and continuous learning, and finally, demonstrate a collaborative leadership style.

Leadership brand identity lies at the centre of the OLB, and forms the foundation to establish OLB equity. The leadership brand identity requires further enhancement to higher levels of brand equity of the OLB. The higher level of OLB equity should include a range of leadership related elements that need to function together to achieve ultimate OLB equity and consequent financial and non-financial business value for the organisation.

Leadership brand identity develops through from level one of the exploratory conceptual model of OLB (Figure 4.2) through to level two, three, and four to form leadership brand equity. The following section describes the relationship of brand equity with OLB.

4.6.2 The relationship between brand equity and OLB

Leadership brand is established when (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012):

- a critical mass of leaders in an organisation reflect distinct leadership practices and behaviour that are translated into superior results, compared to others in the industry, and
- an organisation can differentiate itself from competitors through a collective, distinctive leadership quality reputation, established in an organisation over time, delivering on customers' and investors' expectations, and creating business value.

The above indicates the need for the alignment of leadership competence across the organisation (all levels of organisational leadership) and is supported by the discussion of OL in Chapter 3. Furthermore, effective, distinctive OL is required to deliver business results and is supported by the discussion on the OL element, results achievement, in Chapter 3.

The second point introduces the condition for a leadership brand regarding an organisation's differentiation relative to competitors based on an organisational distinctive quality leadership, which is supported by the literature on brand and discussed in Chapter 4, particularly with reference to the concepts of brand identity and brand equity. The reference to customers and

investors as stakeholders is supported by the literature on leadership and discussed in Chapter 3, suggesting that stakeholder management forms part of the conceptualisation of the nature of organisational leadership.

According to Intagliata *et al.* (2000), Ulrich *et al.* (1999), and Ulrich and Smallwood (2007; 2008; 2012), the combination of the above form the leadership brand concept and sustaining the elements that comprise the leadership brand over time, results in OLB equity.

Brand equity requires the building of a brand's value for the customer's benefit over time (De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003; Kuhn *et al.*, 2008). The brand-building process for the development of brand equity, according to Ind and Bjerke (2007), is enhanced by the involvement of staff and customers for establishing and maintaining the brand. Similarly, for the leadership brand, the expectations of customers and the broader organisational stakeholders need to be clarified because this is an important influence on the development of an organisation's leadership brand (Ulrich & Smallwood, 2007; 2012).

When stakeholders and their expectations of an OLB do not materialise, it will most likely result in a misaligned, unrepresented and ineffective OLB. The stakeholder influence on OLB points to the need for consistent performance of organisational leaders, across all organisational levels of leadership, and is reflected in the levels two to four (Figure 4.2) of the postulated exploratory concept model OLB for public listed South African organisations.

The following sections describe the OLB element of external stakeholders such as the customer, the investors (financial impact), the community (corporate social responsibility), and strategic partners. These stakeholders are included in the exploratory concept model of OLB for public listed South African organisations (Figure 4.2). Levels three and four of the exploratory conceptual model explain the engagement required by organisational leaders, with these external stakeholders.

4.6.2.1 The relationship between OLB and stakeholders

In order to conceptualise OLB, the stakeholders that are affected by the organisation's leadership need to be established. An organisation's leadership brand encompasses the extent to which it delivers on customers' and investors' expectations, and creates business value (Intagliata *et al.*, 2000; Ulrich & Smallwood, 2007; 2008; 2012; Ulrich *et al.*, 1999). Ulrich and Smallwood (2007; 2008; 2012), state that an organisation's leadership brand consists of a balanced and measured 'outside-in' approach across four stakeholders, which are: customers;

investors; employees, and the organisation. According to Ulrich and Smallwood (2007; 2008; 2012) the 'outside-in' approach is based on the perspective that stakeholders outside the organisation are receivers of value (products and services), particularly customers (extent to which expectations are met) who purchase products and services, and the investors of capital. These external stakeholder's expectations need to align with the performance of both internal stakeholders of the employees and the organisation. The alignment of the external stakeholders with the internal stakeholders requires overall performance of the employees' level of competence, commitment and satisfaction of working for the organisation, and the overall performance of the organisation, in terms of its learning, speed to market and accountability for quality and business performance.

Stakeholders are clarified further in terms of the leadership brand concept which includes a description of four stakeholders as follows (Ulrich & Smallwood, 2007; 2008; 2012):

1. Customers: The assessed delivery of target customers value propositions, and performance against competitors
2. Investors: The growth across products, services, geography, channel, customer, total revenue, and cost control regarding transaction work and budget discipline (investor analyst and opinion makers comments; executives' personal financial stake in the organisation)
3. Employees: The depth of competence of the workforce, and extent to which the organisation's vision is shared by staff (retention and turnover; low versus high performers; staff satisfaction, and productivity)
4. Organisation: The extent of organisational learning (time and money on learning forums), revenues from new products; speed of product/service time to profitability; accountability relating to the quality of products and services; and the removal of poor performers.

The four types of stakeholders create a focus for leaders regarding their behaviour with respect to stakeholder engagement at all levels in an organisation, and an organisation's results alignment with stakeholder expectations (Ulrich & Smallwood, 2007; 2008; 2012).

Freeman and McVea (cited in Hitt, Freeman & Harrison, 2001) advise that managers should integrate all stakeholders, who to some extent impact in some way on the business, into the strategic planning and implementation processes of organisations. This ensures that the interests of stakeholders are included in the management of multiple stakeholder relationships. Some experts believe that the following external stakeholders are important given their effect on sustaining organisational effectiveness (Freeman & McVea, cited in Hitt *et al.*, 2001): Customer;

Suppliers; Competitors; Government agencies or administrators; Unions, Local communities or governments; and Activist Groups. These external stakeholders represent the typical stakeholders that leaders need to integrate into their strategic planning, given that they appear to have either a direct effect, such as customers, or an indirect effect such as government agencies, on the effectiveness of organisations.

Collins' (2001) research on top performing global companies found that the core values of successful companies confirm the importance of strategy formulation to include collaborative stakeholder relationships. In an increasingly volatile world, the building and balancing of stakeholder interests may be considered as a defining characteristic of successful companies in the next decade (Svendsen, 1998; IBM, 2012). The London Business School study (Gratton, 2011) on the changing nature of work in organisations indicates the increasing requirement for partnerships with cross business networks and relationships with partners, consumers and entrepreneurs.

Furthermore, the significant increase in the use of social media through applications such as Facebook, twitter, LinkedIn, corporate blogs, and google+ provides additional opportunity for senior leadership engagement with stakeholders. A recent survey of social media and OL indicates that senior leaders who are prepared to engage in using social media for communication with stakeholders, particularly customers, are better equipped to lead a company, communicate values and shape a company's reputation in a changing world (Brandfog, 2012; Deiser & Newton, 2013; Gratton, 2011). It appears that social media could be a useful tool to help leaders to build and balance stakeholder's interests.

It is evident that effective management of stakeholder relationships (both internal and external) is essential for an organisation's leaders. In light of their effect on an organisation's effectiveness, the management of these stakeholders' expectations should be considered in the conceptualisation of a model of OLB for public listed South African organisations. Furthermore, the use of social media is a useful tool for senior leaders to enhance their communication with stakeholders. Figure 4.2 illustrates the primary focus on the engagement with external stakeholders across levels three and four of building OLB equity.

4.6.2.2 The relationship between OLB with the investor as a stakeholder

A strong OLB can positively impact market share and increase a company's price/earnings (P/E) ratio, according to an analysis of United States-based companies over five years, compared to industry competitors (Ulrich & Smallwood, 2007). The stock market appears to be

sensitive to organisational leadership, in the light of the influence of the perceived effectiveness of the organisational leaders to the share price (De Vries, 2006). This points to effective OL impacting favourably on an organisation's share price over a reasonable period of time, resulting in an increase in an organisation's share price.

Furthermore, Low and Siesfeld (1998) indicate that, depending on the industry, between 35% and 59% of investor analyst decisions can be linked to non-financial factors. These non-financial factors consist of a company's quality of management-leadership and suggest that there is greater potential for favourable analyst decisions to invest in the company, given a company's effective leadership. This is supported by the company's highest ranked leadership effectiveness factors, which are: the quality and execution of corporate strategy; management-leadership credibility; innovativeness; and the ability to attract and retain talented people.

Low and Siesfeld (1998) also indicate that corporate leaders who effectively manage, measure and communicate nonfinancial performance contribute to achieving competitive advantage by attracting new investment capital. Ernst and Young (2008) found in a global study on the factors critical for a successful initial public offering (IPO) that institutional investors base an average of 40% of their IPO portfolio allocations on non-financial measures, even in the case of large, mature companies. According to Ernst and Young (2008), the following non-financial metrics appear to be the leading indicators of future financial performance: management credibility and experience; corporate strategy execution; quality of corporate strategy; brand strength; corporate governance practices; the ability to recruit/retain talented people; the quality of human resources guidance; market share; customer satisfaction, and the CEO leadership style.

Ernst and Young (2008) found that the vast majority (95%) of investors regard the quality of management credibility and experience as the single most important non-financial performance measure in their decision-making. The effect of executive leaders on organisational performance appears to be between 20 and 45%, depending on the measure of organisation performance (Day & Lord, 1988; Thomas, 1988). The effectiveness of senior leaders accounted for approximately 50% of the variance in organisation performance, and the overall quality of leadership of the whole organisation had a more significant impact than the senior leaders themselves (Bloom & Van Reenen, 2006). The Gaines-Ross (2000) study of corporate reputation highlights the significant impact of the reputation of chief executive officers and senior leaders on enhancing the organisation's reputation, market capitalisation and shareholder value.

The importance of the effectiveness of an organisation's leadership, referred to as the core of an organisation's non-financial factors, points to the favourable analysis of an organisation's share price and as an investment opportunity. The greater the leadership effectiveness of an organisation, the greater the potential for a favourable investor analysis of the organisation. Furthermore, given investors' interest in the effectiveness of an organisation's leadership, they should be considered as an important 'external' stakeholder to influence and evaluate an organisation's leadership brand.

4.6.2.3 The relationship between OLB and corporate social responsibility

According to Anon. (2005), Corporate Social Responsibility (CSR) considers how businesses align their values and behaviours with the expectations and needs of stakeholders, which includes customers, investors, employees, suppliers, communities, regulators, special interest groups and society as a whole. CSR, therefore, describes a company's commitment to being accountable to its stakeholders.

The King Committee on Corporate Governance (King III, 2009) states, "A well managed company will be responsible and aware of, and respond to, social issues, placing high priority on ethical standards. A good corporate citizen is increasingly seen as one that is non-discriminatory; non-exploitative and reasonable with regard to environmental and human rights issues." The King III report (2009) for South Africa highlights the importance of an organisation's various board accountabilities, namely social, economic, and environmental. Khoza (2006) points out that a basic principle of leadership is to include the community as an organisational stakeholder in the co-determination of an organisation's objectives. In South Africa the increased focus on the community as stakeholder is essential given the *Ubuntu* values integrated with the social-economic dimension, to ensure continued business success (Khoza, 2003).

Internationally, CSR has become a growing dimension of corporate strategy and it is often measured by independent agents (Chinyere, 2005; Line, 2008; Media Tenor Research Report II, 2007). In the South African social, economic, environmental and political context, the role of corporates is key to investing in various local and national community needs through a focus on the triple bottom line of the social, economic, environmental dimensions to contributing to the sustainability of a healthy society and consequently a strong and growing marketplace (Coldwell, 2001; Theron, 2005; Waiweru, 2006).

An increased emphasis on the environment for business sustainability as highlighted by Friedman (2008) emphasises the theme of energy and climate, and the need to enhance the development and utilisation of clean technology. In addition, companies that engage in CSR benefit from increased financial performance, loyalty from consumers, enhanced brand image, and increased competitive advantage (Waiweru, 2006). All in all, Berens *et al.* (2005) indicate that CSR associations can be used to leverage an organisation's brand.

The discussion on CSR points to the need for the broader community to be considered as an organisational stakeholder in the 'outside-in' perspective as part of the OLB model, particularly for South African organisations. Furthermore, in alignment with the King III (2009) factors of the social, economic, and environmental broad stakeholder groupings, external stakeholders such as investors, communities, regulators, environmental special interest groups and society as a whole, need to be incorporated as an organisation's stakeholders.

The broader community, as an external stakeholders' influence on an organisation's leadership brand, is considered important for developing and sustaining an OLB in the South African context. Furthermore, the guidelines described in the King III (2009) report for South Africa highlights the importance of the external stakeholder implications regarding an organisation's various triple bottom line company board accountabilities of social, economic, and environmental.

4.6.2.4 Strategic partners as stakeholders

As described in Chapter 2, the business context of 21st century organisations consists of increased complexity. The discussion in Chapter 2 indicated that South African organisational leaders have to navigate through a complex milieu of local social, economic, technological, environmental and political variables in order to remain competitive in a local and global context. The '21st century leadership' challenge of finding new solutions in a complex business context includes exploring enhanced ways to collaborate with business partners in strategic relationships.

Friedman (2006) describes how technological integration enables parts of an organisation's value chain to be outsourced to a partner company. In many instances these partner companies are geographically remote, and despite this, the use of integrative technologies and ease of global travel and transportation enables the dispersed and connected value chain to supply and deliver goods and services to the organisation and/or end customer. Friedman (2009) again highlights the theme of energy and climate and the need to enhance the development and

utilisation of clean technology assisted by strategic partners. Furthermore, according to the IBM CEO report (2012) on “Leading through connections”, the recent integration and convergence of the digital, social and mobile spheres has enabled the connection of customers, employees and partners in new ways to organisations, and to each other, to enhance collaboration.

Based on the business reality of strategic partnerships and the interconnection of the partner organisations to the primary branded organisation, it is argued that this collaborative dimension interacts with an organisation’s leadership brand. Strategic partners should, therefore, include external stakeholders to form part of the concept of OLB.

The discussion of stakeholders (4.6.2.1 to 4.6.2.4) points to the OLB stakeholders, for South African organisations, to comprise two internal and four external stakeholder groups. The two internal stakeholder groups are as follows:

1. **Employees:** the level of competence of the workforce, and extent to which the organisation’s vision is shared by employees (retention and turnover; low versus high performers; staff satisfaction, commitment and productivity).
2. **Organisation:** extent of organisational learning (time and money on learning forums), revenues from new products; speed of product/service time to profitability; accountability relating to the quality of products and services; and the removal of poor performers, (Ulrich & Smallwood, 2007; 2008; 2012).

The four external stakeholder groups consist of:

1. **Customers:** the assessed delivery of target customers’ value propositions, and performance against competitors (Ulrich & Smallwood, 2007; 2008; 2012).
2. **Investors:** growth across products, services, geography, channel, customer, total revenue, and cost control regarding transaction work and budget discipline (investor analyst and opinion makers comments; executives’ personal financial stake in the organisation – shareholders) (Ernst & Young, 2008; Kets De Vries, 2006; Low & Siesfeld, 1998; Ulrich & Smallwood, 2007; 2008; 2012).
3. **Community:** the immediate community from which the organisation attracts the most of its employees; the communities from which the organisation targets its customers; human rights groups; and environmental groups (Chinyere, 2005; Friedman, 2009; Khoza, 2003; King III, 2009; Line, 2009; Waiweru, 2006).

4. **Strategic partners:** the collaborative partnerships that perform a role in supplying, producing and delivering products and services value propositions to the customer (Friedman, 2006, 2008; IBM CEO report, 2012).

The discussion on stakeholders and element of stakeholder influence in Chapter 3, in terms of the nature of OL indicates that effective OL requires favourable engagement with internal and external stakeholders for overall organisational effectiveness. These stakeholder groups are, therefore, suggested as important elements in the development of an OLB and eventually, OLB equity.

Furthermore, CEOs contribute to 46% of a company's reputation and the executive management team's impact on company reputation is increasingly significant in a highly competitive global market (Ford, 2006). According to the Reputation Institute (2012), companies operate in a marketplace where stakeholder support is now based more on perceptions of the company than perceptions of its products or services - who a company is matters more than what a company produces. The World Economic Forum's (2010) global values initiative further emphasises the significance of external stakeholders and their role in contributing to organisational sustainability.

The discussion on stakeholders indicates that both internal and external organisational stakeholders are considered important in terms of the development of OLB for South African public listed organisations and consequently the OLB equity. These stakeholders need to be integrated into the levels three and four (Figure 4.2) of the formulation of the exploratory concept model of OLB for South African public listed organisations to ensure the development of OLB equity.

4.6.3 A summary of the exploratory concept model of OLB equity levels

The adapted brand equity model (Figure 4.1), based on Keller's (2003) customer-based model and the B2B model based on Kuhn *et al.* (2008) form the basis of the proposed brand elements that required development across four steps to achieve brand equity. The development of brand equity, based on the principles of this adapted model, were applied to organisational leadership identified in the literature review to formulate the exploratory concept model of OLB for public listed South African organisations (Figure 4.2).

The postulated exploratory concept model of an OLB for public listed South African organisations (Figure 4.2) comprises the proposed development of OLB, resulting in OLB equity, across four levels, and incorporating various internal and external stakeholders. The following sections (Figure 4.2) further describe the development of OLB equity across the four levels (OLB identity, meaning, response, and relationships) and the six leadership brand-building blocks (salience-leadership formula; leadership competence and results; credibility – reputation; judgements; reaction – emotion and behaviour; stakeholder – partner relationships) in terms of the exploratory concept model of OLB for public listed South African organisations (Figure 4.2).

Building on level one (OLB identity) establishment of the OLB identity (Figure 4.2) and inclusive of the first leadership brand-building block, the organisation's leadership formula requires level two (OLB meaning) development of the further two OLB building blocks of: effective leadership competence and delivery of results; and secondly establishing a credible, effective leadership reputation at the requisite level of leadership.

These OL levels reflect the leadership across all levels of the organisation requiring a particular combination of consistent leadership competence and results. This level two (OLB meaning) enhances credibility and establishes a positive reputation of leadership effectiveness, with a particular focus on the internal stakeholders of the employees and the organisation. The leadership brand level two (OLB meaning) development also takes place as a function of the leader's effectiveness in dealing with direct and indirect customer requirements (external stakeholder). This enhances the building of leadership credibility and trust at this level of organisational leadership.

Following the positive experience by internal stakeholders of the leaders' effectiveness, the focus moves to levels three, two leadership brand-building blocks (Figure 4.2) of judgements and secondly reaction - emotion and behaviour. The favourable judgements, and motivated, engaged and committed employee behaviour follows consistent leadership effectiveness, to form level three (OLB response) of the concept OLB model. The level three (OLB response) brand development further enhances the strength of OLB and it initiates an increased focus on and of the broader external stakeholder groups to enable the progression to the next level, the strength of relationship (level four brand development: relationships).

The extent to which customers are considered to be integral to an organisation's leadership brand is evident in the degree to which the target customers' value propositions are delivered,

and the customer satisfaction performance, against competitors. The influence of investors is evident by the extent of both financial and non-financial related performance of an organisation. The non-financial aspects cover management credibility and experience; quality of corporate strategy and strategy execution; organisation brand strength; corporate governance practices; innovativeness; ability to recruit and retain talented people; quality of human resources guidance; market share; and chief executive officer leadership style. These non-financial measures relate to the organisation's leadership effectiveness and this influences the investors' view of an organisation's leadership brand.

Level four (OLB relationships) OLB development builds on level three (OLB response), and focuses on the leadership brand-building block of stakeholder-partner relationships. The quality of relationship with the community stakeholder aspect is evident in the degree of engagement with and reported investment in broader community-based initiatives. The quality of the strategic partner relationships should be evident in the constructive relationship of the various partner's contractual obligations to supply and/or deliver services and/or products to the organisation.

The concepts of organisation leadership brand and OLB equity are established over time by means of these four brand development levels of OLB identity, meaning, response and relationships, including the six leadership brand-building blocks (Figure 4.2). OLB equity is proposed to be sustained by continuous planned activity and feedback loops between the branding levels and the internal and external stakeholder groups. It is postulated that OLB equity for South African public listed companies is achieved when an organisation can differentiate itself from its competitors by means of a collective and distinctive leadership quality reputation that consistently delivers on all stakeholders' expectations, and creates business value.

4.7 CONCLUSION

In this chapter the concept of brand, brand identity and equity were discussed and their connection to the concept of OLB was pointed out. An adapted brand equity model was described and its implications were analysed in terms of the concept of OLB equity. The concepts of organisational, employer and individual branding were described and related to the concept of OLB. Furthermore, the concepts of OL and brand were integrated. Various internal and external stakeholder groups were analysed and integrated with the formulation and development of the exploratory concept model of OLB for public listed South African organisations.

Finally, an exploratory concept model of OLB was formulated, based on the pertinent features of brand and brand equity development, and the conceptualisation of the nature of OL for public listed South African organisations.

Chapter 5 focuses on the research methodology to investigate further the exploratory concept model of OLB for public listed South African organisations.

CHAPTER 5: METHODOLOGY

5.1 INTRODUCTION

Chapter 1 introduced and contextualised the research that is aimed at investigating the concept of OLB for public listed South African organisations and argued the purpose for the research. To address the research problem the objectives were clearly stated in Chapter 1. Literature relating to the complexity of the global and South African business environment to establish possible implications for the nature of OL was discussed in Chapter 2. The nature of OL was conceptualised in Chapter 3 to form a basis for exploring the possible relationship with the concept of brand. In Chapter 4 the discussion of the concepts of brand, brand identity and brand equity within organisations and in particular, the conceptualisation of a brand equity model, formed the brand foundation to explore the relationship with organisational leadership. The concept of brand was discussed in terms of organisations and related to the brand concepts of organisational, employer, and individual-personal brand, to explore the possible relationship with the concept of leadership brand. Furthermore, the concept and elements of OLB were discussed to assist in conceptualising an exploratory OLB model. The elements of the nature of OL and the elements of OLB, and possible implications to South African organisations were discussed in Chapter 4, as part of the conceptualisation of an exploratory OLB model for public listed South African organisations.

The discussion on the literature from Chapter 2 indicates that the continuously changing and increasingly complex South African business environment requires of leaders to find new solutions to enhance organisational effectiveness. Furthermore, the discussion suggests that effective OL supported by a concept model of OLB can contribute to an organisation's differential advantage that results when an organisation's leadership effectiveness differs from its competitors and is considered as better than a competitor's by customers and stakeholders.

Based on the study's business organisational context and the exploratory research objectives regarding the concepts of OL and leadership brand, the research methodology for this study is based on the notions and ideas imbedded in the pragmatic paradigm and the mixed methods research approach. The pragmatic paradigm is regarded as a relevant paradigm and a foundational philosophical orientation on which the mixed methods research methodology,

comprising the combination of qualitative and quantitative approaches, can be based (Creswell, 2011; Creswell & Plano Clark, 2011; De Vos *et al.*, 2011; Johnson & Onwuegbuzi, 2004).

The purpose of this chapter is to describe and align the research methodology required to achieve the research objectives and subsequent research purpose, set out in this study. To ensure alignment between the research methodology suggested for this study and the research objectives, the research problem and objectives will be reviewed before discussing the research methodology.

5.2 RESEARCH PROBLEM AND OBJECTIVES

The context in which the study's research questions and objectives have been formulated is organisational leadership, brand and OLB for public listed South African organisations. The discussion on the global and South African business context indicated a continuously changing and competitive business context, in which organisations need to find solutions to enhance organisational effectiveness and to differentiate the organisation from competitors.

OL provides an opportunity for organisations to differentiate themselves from competitors by developing unique and effective leadership, so as to enhance organisational effectiveness. The opportunity appears available to organisations to explore the integration of the concepts of OL and brand so as to develop a distinctive leadership brand that requires a focus on building OL capability at all organisational levels. More specifically, the discussion of the level of current knowledge of OL indicated that little emphasis has been placed, in the literature, on the leadership effectiveness across the whole organisation in general, and in particular, for public listed South African organisations. This suggests the need to clarify the concept of OL for the whole organisation for public listed South African organisations so as to form a basis to explore the possible relationship with the concept of brand. Furthermore, the limited published literature on the concept of leadership as a brand, in general, was based on effective leadership at the level of the whole organisation. In addition, the discussion of OL and brand indicated that the development of an organisation's leadership brand needed to be based on the involvement and alignment of the views of the organisation's internal and external stakeholders. More specifically, the discussion of the literature on leadership brand indicated an absence of published research within the context of public listed South African organisations.

In the absence of an empirically based OLB model, South African organisations will lose an opportunity to determine and establish unique OL capability as a strategic tool to enhance

organisational effectiveness. The enhanced organisational effectiveness should result in an organisation's differential advantage from its competitors regarding its superior leadership effectiveness, as determined by the organisation's stakeholders. It is envisaged that an OLB concept model for public listed South African organisations will guide organisations in the process of designing and implementing a unique OLB.

The research aims to explore and describe the nature of the OLB concept for public listed South African organisations. The application of OLB should support an organisation's differential advantage from its competitors regarding its superior leadership effectiveness. The primary objective of the research, therefore, is to investigate and establish an OLB concept model for public listed South African organisations. To achieve the primary objective of the study, supporting research objectives and sub-objectives were formulated:

1. To investigate and describe the business context for leaders of South African public listed organisations.
2. To investigate and describe the way in which the concepts of OL and brand can be integrated to enable the formulation of an exploratory concept model of OLB.
3. To identify the elements of OLB for public listed South African organisations, by considering
 - 3.1 the general nature and role of organisational leadership,
 - 3.2 the nature and role of OL for public listed South African organisations,
 - 3.3 the general nature of the OLB concept for public listed South African organisations.
4. To formulate an OLB concept model for public listed South African organisations.
5. To explore, statistically, an OLB concept model for public listed South African organisations.

The first and second objectives: "to investigate and describe the business context for leaders of South African public listed organisations", and "to investigate and describe the concepts of OL and branding to enable the formulation of an exploratory concept model of OLB", were achieved through the discussion of the literature in Chapters 2, 3 and 4 of the thesis, in which instance an exploratory concept model of OLB was proposed. To explore further objectives three, four and five an exploratory mixed research method was adopted, combining both qualitative and quantitative research approaches, to achieve the research objectives.

The significance of the mixed research method for this research will be discussed in this chapter following the clarification of the research paradigm and research approach to be followed. Next, the research design and the flow of the research process according to a number of stages and phases required to answer the research objectives and address research questions, will be described. Part of the methodology includes the research instruments, namely the semi-structured interviews and the development of the OLB questionnaire, to be used as data-gathering instruments. This will be followed by a description of the sampling strategy and method of data analysis for both the qualitative and quantitative stages and phases of the study. Furthermore, the researcher's management of the integrity of the data, and ethics relating to the participants and researcher will be described. Finally, the strengths and weaknesses of the research methodology will be described.

The importance of the alignment of research objectives and the research method, particularly to the mixed research method, is identified by Creswell and Plano Clark (2011), which is to enhance the quality of the research. The discussion to follow will explain the significance of the qualitative and quantitative research approaches to achieve the research objectives. The discussion will firstly establish the paradigm within which the study was framed.

5.3 APPLYING THE PRAGMATIC PARADIGM WITHIN THE CONTEXT OF THE STUDY

The research study was framed within a pragmatic paradigm. The study deals with the concepts of the nature of OL and brand, which is characterised by the reality and influence of the inner and outer world of the leaders' existence in action (values and behaviour), particularly the reality of the requirement of finding solutions to real-world organisational-business issues in order to ensure organisational effectiveness.

The next section focuses on a discussion of the pragmatic paradigm in general and in the context of the study.

5.3.1 The pragmatic paradigm defined

Bryman (2004:453) identifies a paradigm as "a cluster of beliefs and dictates which, for scientists in a particular discipline influence what should be studied, how research should be conducted and how results should be interpreted". Furthermore, paradigms are opposing worldviews or belief systems that are a reflection of and guide the decisions that researchers

make (Tashakkori & Teddlie 1998). According to Kuhn (1962), scientific paradigms determine the kinds of questions researchers ask, how these questions are understood, what data to collect, and how the research results are interpreted to answer the research questions. The research paradigm also contains the research method considered best to generate knowledge (Powers & Knapp, 1990). The choice of paradigm for this study shapes the choices relating to the research approach and method to answer the research objectives. The range of research paradigms includes the pragmatic paradigm as an option for this study.

According to Hickman and Alexander (1998), the early pragmatist John Dewey proposed that common-sense, scientific and moral judgements are all based on knowing what things are good for, and what changes need to be made. According to Hickman and Alexander (1998:129) “The right, the true and good difference is that which carries out satisfactorily the specific purpose for the sake of which knowing occurs”. This, according to Yardley and Bishop (2007) is a functional definition of knowledge and truth, which is founded in external reality and is also relativist, since truth is defined in relation to a particular goal in a particular context as opposed to an ideal of universal, objective truth. The research actions of observing, interpreting, or ‘knowing’ are evaluated as being relatively ‘right’ depending upon the extent to which these actions achieve their goal.

These research actions are also aligned to Kuhn’s (1962) perspective on pragmatism that the fundamental assumptions about the world which provide the foundation for scientific paradigms are themselves untestable and we will never, as researchers, be able to evaluate objectively the extent of our independent activities and perspectives. Teddlie and Tashakkori (2009:7) define pragmatism as ...”a deconstructive paradigm that debunks concepts such as truth and reality and focuses instead on what works as the truth regarding the research questions under investigation. Pragmatism rejects the either/or choices associated with the paradigm wars, advocates for the use of mixed methods in research, and acknowledges that the values of the researcher play a large role in interpretation of results”.

The real-world realities characterised by day-to-day human interaction typify the South African organisational context for leaders as described in Chapter 2. Leaders of South African organisations function in a constantly changing subjective macro environment due to the imbedded values of the social, economic, and political dimensions; the ongoing prioritisation of organisational strategic and operational objectives, according to the organisational leaders judgment of ‘what will work’ for the organisation, at a given point in time. Furthermore, the

judgment by organisational leaders of organisational priorities is partly a function of their personal and combined value systems, previous experiences and perspectives at a particular point in time. In addition, the values of the researcher are acknowledged to play a role in the interpretation of results.

Finding answers to the research objectives, which relate to real-world OL issues and the search for workable organisational solutions, supports the researcher's adoption of a dynamic process of inquiry, and a strong practical empiricism. A pragmatic approach is, therefore, regarded as a relevant paradigm and foundational philosophical orientation on which the research methodology can be based (Creswell, 2011; Creswell & Plano Clark, 2007; 2011; Johnson & Onwuegbuzi, 2004). The pragmatic approach affects the choice of research methodology, namely the mixed methods approach, which combines both the qualitative and quantitative research approaches to address the study's primary objective of investigating and establishing an OLB concept model for public listed South African organisations.

5.3.2 Characteristics of the pragmatic paradigm

Pragmatists link the choice of the research approach directly to the purpose of and the nature of the research questions posed (Creswell, 2011). In this study, within the real-world context of business organisations, the exploratory nature of the research questions and objectives regarding OL and leadership brand suggest a practical and exploratory research approach. Pragmatism, according to Patton (2002) places the emphasis on finding answers to research questions on real-world issues rather than on the methods used. In this study the search by organisational leaders to find solutions to enhance organisational effectiveness is considered to be a real-world, practical day-to-day issue impacting the lives of many people. Kvale (1992:32) indicates that the relevance of pragmatism to real-world issues in a postmodern approach to psychology where research findings based on a pragmatic approach, leads to the ability to perform effective psychological actions to find solutions to real-world issues.

Furthermore, Yardley and Bishop (2007) indicate that pragmatism addresses the concerns of both qualitative and quantitative researchers by pointing out that all human inquiry involves imagination and interpretation, intentions and values, and need not be grounded in empirical, embodied experience. The connection with real-world issues is emphasised by Maxcy's (2003) view that the pragmatists aim of research is not to seek a truth that is independent from human experience, but to achieve a better, richer experience either through scientific analysis, artistic

exploration, social negotiation, or any productive combination of these different research approaches.

The context of this study is informed by the real world of business organisations, particularly relating to the reality of organisational leaders to find solutions to enhance organisational effectiveness. The study's practical context points to a pragmatic research approach to answer the research objectives.

Some of the general characteristics of pragmatism highlighted by Johnson and Onwuegbuzie (2004:18) are summarised as follows: Pragmatism rejects the traditional either/or choices (rationalism vs empiricism; subjectivism vs objectivism) to finding workable research solutions to answering research questions about the real-world issues of the reality and influence of the inner world of human existence in action. Following a dynamic process of inquiry that endorses a strong and practical empiricism, and constantly striving to improve upon past understandings, seeking truth, and recognising the existence and importance of the natural and emergent social and psychological world, as the path to determine what works. Pragmatism offers the "pragmatic method" for solving traditional philosophical dualisms and for making methodological choices.

According to Tashakkori and Teddlie (1998) and Creswell (2011), the pragmatic paradigm has an intuitive appeal and permission to study areas that are of interest, embracing methods that are appropriate and using findings in a positive manner, and in harmony with the researcher's value system. For these reasons it can be argued that the pragmatic paradigm can be adopted for the purpose of social and management research as this is congruent with the mixed quantitative and qualitative approach taken within the predisposition of pragmatic research (Armitage, 2007).

The discussion of the definition and characteristics of the pragmatic approach to finding research answers to real-world issues indicates that the application of the pragmatic approach is appropriate for the combination of qualitative and quantitative approaches in mixed methods research (Creswell & Plano Clark, 2007; Feilzer, 2010; Johnson & Onwuegbuzi, 2004). For this study, the pragmatic approach is regarded appropriate to address the study's research objectives and particularly the primary research objective of investigating and establishing an OLB concept model for public listed South African organisations.

The discussion of the research approach flows from the choice of the pragmatic approach which serves as the relevant paradigm and foundational philosophical orientation for the study.

5.4 RESEARCH APPROACH

One of the most appropriate research approaches to consider for investigating and establishing an OLB concept model for public listed South African organisations is the mixed method research approach. The following discussion describes the mixed method approach and the reasons for adopting this research approach for this study.

Creswell and Plano Clark (2011) are of the opinion that a researcher can adopt the mixed methods approach comprising a mixture of the general qualitative and quantitative research approaches to answer the research objectives. A unique contribution of the mixed methods research approach, as described by Leech and Onwuegbuzie (2009) and Creswell and Plano Clark (2011), is the fact that it allows the researcher to answer research questions that cannot be answered by applying only one research approach. The mixed methods approach indicates that a combination of the qualitative and quantitative approaches is used to answer the research questions given that either approach on its own will not adequately answer the research questions.

Furthermore, exploratory research design in general, according to De Vos et al. (2011) is utilised to gain insight into a situation or phenomenon relating to a new area of interest. The exploratory sequential, partially mixed methods design, in general encompasses the exploration of a phenomenon first with qualitative data followed by the linked second stage, which focuses on quantitative data (Creswell & Plano Clark, 2011; De Vos *et al.*, 2011). According to Creswell and Plano Clark (2011) the exploratory mixed methods design is used when no or little theory exists or when the researcher does not know which constructs are appropriate or how to measure important variables. Under these circumstances the research design begins qualitatively and is best suited for exploring a phenomenon (Creswell & Plano Clark, 2011).

In the current study, the research questions lead to the research objectives listed in section 5.2 and indicate the exploratory nature of the research in which research objectives 3.1, 3.2, 3.3 and 4 are achieved using a qualitative approach. The qualitative approach and method provides the basis for the use of the quantitative stage to achieve the research objectives 4 and 5. Creswell and Plano Clark (2011) indicate that the quality of research is enhanced by the fact that the mixed methods research approach has a particular strength of facilitating the alignment

of the research questions, research objectives and the research method resulting in the use of qualitative and quantitative methods for separate stages in the research.

Furthermore, the qualitative and quantitative research study may be conducted either concurrently or sequentially and this choice is largely dependent on the type of mixed research method to answer the research questions best (Leech & Onwuegbuzie, 2009; Plano Clark & Badiee, 2011). For this study the choice of the sequentially mixed method approach is based on this study's exploratory research nature and the requirement for the qualitative method to be completed first to achieve the research objectives 3.1, 3.2, 3.3 and 4 to provide the qualitative findings to support the sequentially applied quantitative method, to achieve the research objectives four and five.

According to Leech and Onwuegbuzie (2009), the difference between partially mixed methods and fully mixed methods is that:

- fully mixed methods involve the mixing of quantitative and qualitative techniques within one or more phases of the research process or across phases, and with
- partially mixed methods, the quantitative and qualitative phases are not mixed within or across phases.

With partially mixed methods, both the quantitative and qualitative aspects are considered as separate entities and are conducted either concurrently or sequentially to completion before being mixed at the data interpretation stage (Creswell & Plano Clark, 2011; Leech & Onwuegbuzie, 2009).

The mixed methods design approaches outlined by Leech and Onwuegbuzie (2009) and the general typology of research designs by Creswell and Plano Clark (2011) and Teddlie and Tashakkori (2006) indicate the range of choices for combining qualitative and quantitative approaches, and these are: based on a combination of level (fully or partial mixed); the time orientation (concurrent versus sequential), and the emphasis of the approaches (equal versus dominant status). The consideration of the previously components and design options, and applied to this study's research objectives, suggests the appropriateness for a qualitative and quantitative combination characterised by a partially mixed, sequential (first the qualitative approach, followed by quantitative approach) and relative emphasis placed on the qualitative approach, mixed methods design (Figure 5.1).

This study's research objectives have been addressed by the exploratory mixed method design of a partially mixed, sequential, and with a relative qualitative to quantitative emphasis combination (Creswell & Plano Clark, 2011; Leech & Onwuegbuzie, 2009). The sequential exploratory mixed methods research design is based on the sequencing of the qualitative followed by quantitative methods, with the integration of findings occurring at the final interpretation stage of the study's research design (Leech & Onwuegbuzie, 2009; Creswell & Plano Clark, 2011).

The following paragraphs describe research findings relating to the application of the mixed methods research approach to understanding human behaviour and within an organisational context. Waszak and Sines (2003) report the increased use of the mixed methods approach in psychology to enhance the quality of research by combining both qualitative and quantitative approaches, to understand human behaviour better. Yardley and Bishop (2007) argue that in order to gain a complete understanding of humans it is not simply advantageous but actually necessary for psychologists to use both qualitative and quantitative methods for a more comprehensive research approach.

Currall and Towler (2003) also apply the mixed methods approach in management-organisation research due to the practical nature of the organisational context requiring complex analysis, and which fits well with the mixed method approach. Jehn and Jonsen (2010) also indicate that a mixed methods research approach is suited to investigate sensitive human behaviour related issues in an organisational setting due to the more personal qualitative approach combined with a quantitative approach. Molina-Azorín (2011) indicates the contribution of enhancing the quality of research by combining both the qualitative and quantitative approaches in a complementary manner to addressing research questions, particularly research relating to management-leadership within the pragmatic context of organisations. Bryman (2011) indicates that based on an analysis of methods used on leadership research over the past decade reported in a number of leadership journals, the diversity of method has increased to include mixed method designs, largely due to the pragmatic nature of researching leadership within an organisational setting.

The above overview regarding the mixed method research approach and components, and design options indicate support for the exploratory mixed methods research design for this study, in which the research objectives and sub objectives are aligned across a combination of

qualitative and quantitative research approaches, to answer the research objectives. The study's primary research objective, which is exploratory in nature, and is to investigate and establish an OLB concept model for public listed South African organisations, which requires the application of the exploratory mixed methods research approach. In this study the research objectives and sub objectives are aligned across a combination of qualitative and quantitative research approaches to answer the research objectives (Figure 5.1: a summary of the study's sequential stages of qualitative and quantitative research).

In this study little empirical evidence and theory exists regarding the general concept of OLB and no empirical evidence exists for the concept of OLB for public listed South African organisations. To find answers to this study's research objectives the researcher adopted the exploratory mixed method research approach to explore the concepts of OL and OLB, within the context of public listed South African organisations. The qualitative approach explored and identified the concepts of OL and OLB. This provided support for the development of the instrument used in the study's quantitative stage, to explore and conceptualise OLB further. The process of developing the instrument required the integration of the findings from the qualitative data before moving to the quantitative stage to develop the instrument further and collect data from a sample of senior organisational leaders. The mixing of the qualitative and quantitative data and interpretation followed subsequent to the analysis of the data from the quantitative research instrument (Figure 5.1 illustrates the mixing of data following the sequential stages of qualitative and quantitative research).

In summary, the partially mixed, exploratory mixed methods design is, therefore, appropriate for this study given the exploration of the new concept of organisational leadership brand within the context of public listed South African organisations. The flow of the exploratory research process is structured into a number of stages and phases (Figure 5.1):

Research stage one, which consists of the discussion of the literature, was followed by the qualitative approach, stage two, to explore the concepts of organisational leadership and leadership brand, covering the qualitative research Phases One and Two. Stage Three, the quantitative approach, followed separately to explore further the concepts of organisational leadership, organisational leadership brand and the possible integration of these two concepts (quantitative research phases three to five).

Identify the research objectives (Chapter 1): *An investigation into the OLB concept for Public listed South African organisations.* 1. To identify and describe the characteristics of the business context for leaders of South African public listed organisations; 2. To describe the way in which the concepts of OL and brand can be integrated to enable the formulation of an exploratory conceptual model of OLB; 3. To identify the elements of the OLB concept for public listed South African organisations, by considering: 3.1 The general nature and role of organisational leadership, 3.2 The nature and role of OL for public listed South African organisations, 3.3 The general nature of the OLB concept for public listed South African organisations; 4. To formulate an OLB concept model for public listed South African organisations, and 5. To explore, statistically, an OLB concept model for public listed South African organisations.

Identify the theoretical foundation: Qualitative and Quantitative (inductive and deductive); partially mixed, sequential, & qualitative emphasis, exploratory mixed method design (Chapter 5) following the stage 1 discussion of literature to conceptualise OL and OLB (Chapters 2, 3, & 4).

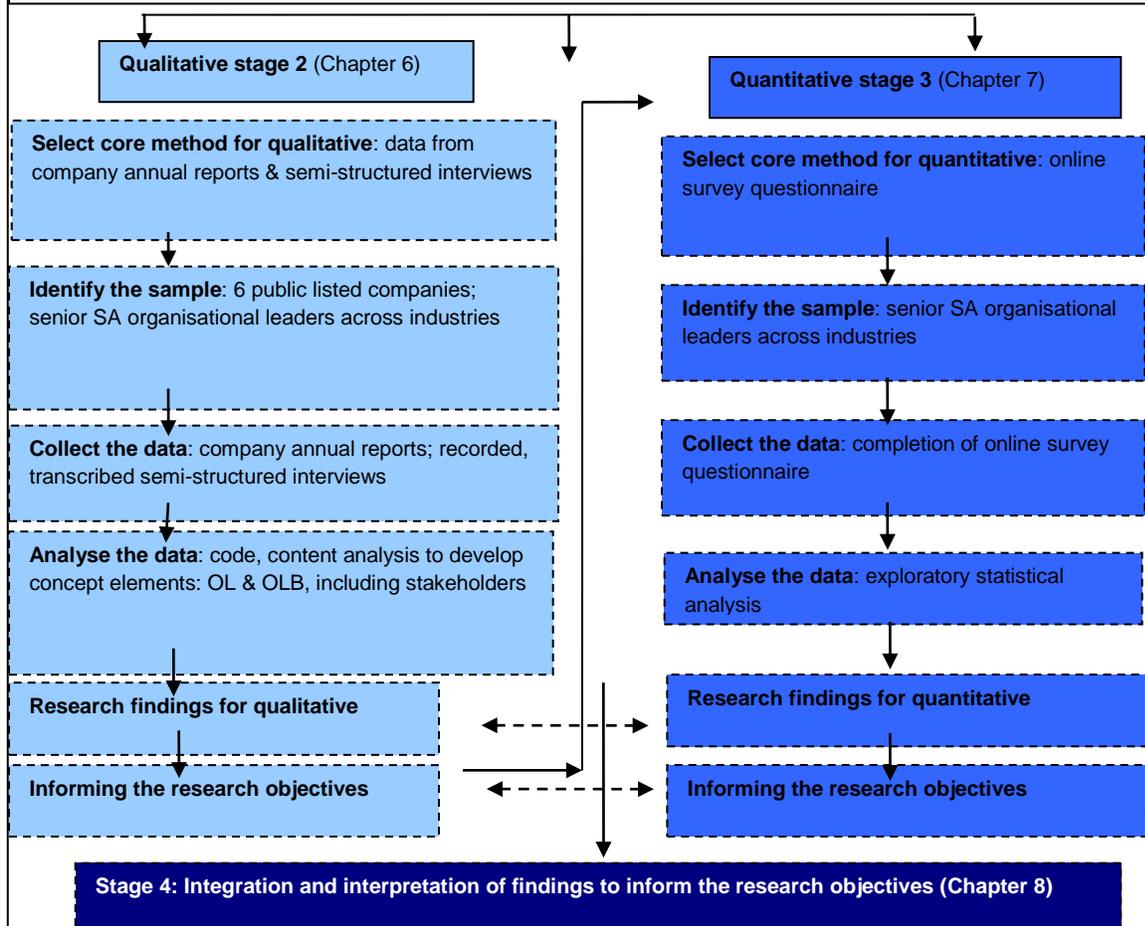


Figure 5.1: Illustration of the study's exploratory mixed methods research design (based on Creswell & Plano Clark, 2011; Leech & Onwuegbuzie, 2009)

The qualitative and quantitative stages contribute equally to answering the research objectives, and finally followed by research Stage Four, the integration and interpretation of the research findings and results.

The qualitative Stage Two included the following phases:

- Obtaining qualitative information from data based on an exploration of the past five years of six public listed South African organisation's annual reports, as guided by the literature study's findings regarding organisational leadership brand.
- Qualitative semi-structured interviews with senior managers to identify key leadership and related brand concept themes to identify and establish the concepts and sub concepts of organisational leadership brand, including stakeholders for public listed South African organisations. This phase assisted in the design of the quantitative instrument, the "leadership brand" survey questionnaire.

This was followed by quantitative Stage Three, which included the following phases:

- Design, piloting and application of the survey questionnaire to a broader population.
- Obtaining quantitative data and analysing the results from the survey questionnaire.

In Stage Four, the analysis and integration of the findings and the results from both the qualitative and quantitative stages focused on the formulation of an organisational leadership brand concept model for public listed South African organisations.

5.5 SCIENTIFIC BELIEFS FOR THE QUALITATIVE AND QUANTITATIVE PARADIGMS

The value the qualitative and quantitative paradigms bring to the mixed methods approach for this study need to be understood from a scientific beliefs perspective as this forms the basis upon which the study will be undertaken, given the exploratory nature of the research objectives. Mixed methods research provides strengths that counter the weaknesses of both qualitative and quantitative research (Bryman, 2006; Creswell, 2008; Creswell & Plano Clark, 2011; De Vos *et al.*, 2011). The exploratory mixed method approach enhances the quality of research due to the fact that both the qualitative and quantitative approaches feature within a study, in separate phases, to answer the research questions (Creswell, 2008; Creswell & Plano Clark, 2011).

In this study the exploratory research focuses on achieving the primary research objective: which is to investigate and establish an organisational leadership brand concept model for public listed South African organisations. This study's research approach is a combination of qualitative (anti-positivist and inductive reasoning) and quantitative (positivist and deductive reasoning) approaches, which contributes to the robustness of the study and enhances credibility and validity of the findings and results (Bryman, 2006; Cooper & Schindler, 2001; De Vos *et al.*, 2011; Johnson & Onwuegbuzie, 2004). By combining the inductive and deductive reasoning in a qualitative and a quantitative approach respectively, in a mixed method, the researcher achieves abduction, meaning the uncovering and relying on the best of a set of explanations for understanding the research findings and results (Johnson & Onwuegbuzie, 2004).

The combination of the qualitative and quantitative approaches in a mixed method results in a more appropriate and comprehensive study approach to answer the research objectives best (Bryman, 2006; Creswell, 2008; Creswell & Plano Clark, 2011; Denzin & Lincoln, 2003; Johnson & Onwuegbuzie, 2004; Leech & Onwuegbuzie, 2009; Patton, 1999). Furthermore, the qualitative approach can be used effectively to develop the quantitative instrument's questionnaire and scale items (Bryman, 2006).

The strengths of each of the qualitative and quantitative approaches for this mixed methods study are expanded on in the discussion that follows.

5.5.1 The qualitative paradigm

According to Creswell (1994) and De Vos *et al.* (2011), the qualitative paradigm is based on anti-positivism, which is interpretive by nature. According to the anti-positivist view, the research process evaluates the research problem from a systemic and holistic perspective which is supportive of exploratory research (De Vos *et al.*, 2011). Furthermore, the anti-positivist view supports the qualitative research methodology characterised by inductive reasoning (De Vos *et al.*, 2011). In addition, the following strengths of the qualitative approach, according to Bryman (2006), Creswell and Plano Clark (2011), and Johnson and Onwuegbuzie (2004), are considered to be advantages for this exploratory mixed methods study as the qualitative approach allows for

- the in-depth investigating of a limited number of individual participants,
- data collection in the participant's natural setting,

- providing in-depth understanding and describing the individual's personal experiences of phenomena,
- assisting to determine how participants interpret certain concepts,
- assist in the development of the quantitative instrument's questionnaire and scale items.

These advantages support the interpretive aspect of the qualitative research and enables questioning of the concepts of organisational leadership and organisational leadership brand, rather than treating these as pre-determined objective realities (Creswell & Plano Clark, 2011; Johnson & Onwuegbuzie, 2004; Yardley & Bishop 2007). Furthermore, the qualitative approach's inductive reasoning supports the exploration of the concepts of organisational leadership and leadership brand and the possible integration of these concepts (De Vos *et al.*, 2011).

5.5.2 The quantitative paradigm

According to De Vos *et al.* (2011) and Creswell, (1994) the quantitative paradigm is based on the positivistic approach which focuses on observable cause-and-effect relationships, and a researcher's unbiased position regarding values, so as not to undermine the validity of knowledge. The quantitative approach typically involves theory, hypothesis formulation, data collection, analysis, interpretation and conclusions, and is based on deductive reasoning (De Vos *et al.*, 2011). Within a positivistic approach, deductive reasoning moves from the general to the specific, and for a deductive argument to be correct, it has to be true and valid (Cooper & Schindler, 2001; De Vos *et al.*, 2011).

The advantages of the quantitative approach outlined by Bryman, (2006), Johnson and Onwuegbuzie (2004) and De Vos *et al.* (2011) to this mixed methods study are the following:

- Obtaining data that allow for quantitative analysis,
- Providing precise, quantitative numerical data,
- The research results being relatively independent of the researcher,
- The use of deductive reasoning,
- Enhancing the qualitative findings,
- Is suited to studying phenomena which are conceptually and theoretically developed.

Due to the fact that the quantitative approach is not suited to research requiring inductive reasoning and for studying relatively unknown phenomena, given this study's exploratory research objectives, an emphasised and complementary qualitative approach is required, as indicated in section 5.6.1.

Furthermore, the combination of the qualitative and quantitative approaches in mixed methods research provides more evidence for studying a research problem, than either qualitative or quantitative research alone, and the complementary strengths are an important means of enhancing the integrity, validity or quality of the research (Bryman, 2006; Creswell & Plano Clark, 2011; Onwuegbuzie & Johnson, 2006). In instances where the different research questions and objectives require complementarity and instrument development, the use of findings from the qualitative method help to enhance, develop or inform the quantitative method (Bryman, 2006, Creswell & Plano Clark, 2011, Greene, Caracelli & Graham, 1989).

The quantitative advantages combined with the qualitative advantages (section 5.6.1) support the answering of this study's exploratory research objectives. In this study the second research stage, the qualitative approach, utilises inductive reasoning to enable the researcher to investigate and develop the meaning of the concepts of organisational leadership and organisational leadership brand.

The findings from the qualitative stage assist in the design of the quantitative instrument's questionnaire and scale items. Furthermore and following in sequence, the quantitative third stage, focuses on the design and distribution of the leadership brand survey instrument to a broader sample, to collect numerical data for statistical analysis. The analysis and interpretation of the numerical data, using deductive reasoning, enhances the qualitative stage findings of organisational leadership and organisational leadership brand, thereby contributing to achieving the primary research objective: to investigate and establish an organisational leadership brand concept model for public listed South African organisations (Bryman, 2006; Creswell & Plano Clark, 2011; Johnson & Onwuegbuzie, 2004; Yardley & Bishop, 2007).

This study's exploratory mixed method research approach is informed by a combination of concepts, namely organisational leadership, brand, and organisational leadership brand, to form an exploratory conceptual model to assist in the exploratory research process (Figure 4.2).

Following on from the qualitative and quantitative research approaches combined in the exploratory mixed method adopted for this study, the following sections describe the qualitative and quantitative stages and phases of the study's research design.

5.6 STAGES AND PHASES OF THE STUDY'S RESEARCH DESIGN

The use of the exploratory mixed methods approach is appropriate for exploratory research and the development of quantitative instruments adopting a qualitative approach followed by a quantitative approach (Onwuegbuzie, Bustamante, & Nelson 2010; Creswell & Plano Clark, 2011). The initial qualitative stage typically requires researchers to work from constructionist principles during the first stage of the study in order to value multiple perspectives and deeper understanding of the phenomenon being explored (Creswell & Plano Clark, 2011). Furthermore, the mixing of the qualitative and quantitative data, in an exploratory mixed methods study, occurs primarily at the stage of qualitative followed by the quantitative data analysis (Creswell & Plano Clark, 2011).

In this study the qualitative findings of the exploration of the organisational leadership and leadership brand concepts were mixed with the quantitative stage to support the development of the survey instrument. Finally, the interpretation of the extent to which the quantitative results generalise or expand the qualitative findings takes place (Creswell & Plano Clark, 2011; Leech & Onwuegbuzie, 2009). Based on the selection of the exploratory mixed methods approach to address the research objectives for this study, a qualitative followed by a quantitative stage, supported by more detailed research phases, was required to develop the research findings systematically through to the final stage of integrating and interpreting the research findings.

The study's exploratory, sequential mixed method approach to addressing the research objectives was, therefore, designed to include four stages containing five phases as follows:

Stage One: An extensive literature review and discussion was conducted on the identified dimensions, namely organisational leadership, the business context for organisational leaders, and leadership brand as reported in Chapter 2, Chapter 3 and Chapter 4. These chapters clarified the organisational leadership context for South African organisations, conceptualised organisational leadership for the purposes of this study, and investigated and described the concepts of brand identity, brand equity as related to leadership brand, and the concept of organisational leadership brand. The core purpose of this research stage was the conceptualisation of the concepts of organisational leadership and leadership brand and the formulation of an exploratory conceptual model for organisational leadership brand for public listed South African organisations (Figure 4.2).

Stage Two: Qualitative research stage: The qualitative stage consisted of two phases as follows:

- Phase One: The emerging dimensions from the discussion of the literature formed the basis and focus for the extraction of primary data from six public listed South African organisation's annual general reports, over five consecutive years.
- Phase Two: The concepts of organisational leadership and leadership brand were explored with the use of qualitative semi-structured interviews with senior leaders from South African organisations.

The purpose of the qualitative research stage was to explore and identify the concepts of organisational leadership and organisational leadership brand from the perspective of senior organisational leaders, and to support the design of the quantitative survey research instrument.

Stage Three: Quantitative research stage: The quantitative stage consisted of three phases as follows:

- Phase Three: The quantitative aspect of the research design was based on the development of a survey instrument for gathering data, following the integration of feedback on the organisational leadership and leadership brand, including the stakeholder concepts from the semi-structured interviews with the senior leaders and the discussion of the literature.
- Phase Four: Pilot testing the quantitative research instrument.
- Phase Five: The main quantitative study where data was gathered from a purposive sample, using the research instrument, and statistically analysed.

The purpose of the quantitative research stage was to establish the reliability of the organisational leadership brand questionnaire items representing the qualitatively established organisational leadership and leadership brand, including stakeholder concepts and sub-concepts. Also, to explore further statistically, the relationships between these concepts and sub-concepts, to enable the formulation, together with the qualitative findings, of an organisational leadership brand concept model for public listed South African organisations.

Stage Four: The integration and interpretation of the research findings: The core purpose of this stage was to integrate and interpret the qualitative findings and quantitative results to address the primary research objective: to investigate and establish an organisational leadership brand concept model for public listed South African organisations.

These research stages and phases of the exploratory, sequential and partially mixed method research approach combining qualitative and quantitative methods will be described in more detail to illustrate the steps and rationale for each of the phases (Figure 5.1: summary illustration of the study's exploratory mixed method research design stages and phases).

5.7 THE QUALITATIVE RESEARCH STAGE

The exploratory, sequential partially mixed methods study addressed the research objectives through a combination of primary data analysis of company annual reports, followed by data gathering through semi-structured interviews with senior leaders to explore and establish the concepts of organisational leadership and organisational leadership brand, thereby addressing the research objectives three and four:

Objective three: To identify the elements of organisational leadership brand for public listed South African organisations, by considering

- 3.1 the general nature and role of organisational leadership,
- 3.2 the nature and role of organisational leadership for public listed South African organisations,
- 3.3 the general nature of the Organisational Leadership Brand (OLB) concept for public listed South African organisations.

Objective four: To formulate an organisational leadership brand concept model for public listed South African organisations.

The following sections cover the qualitative research phases one and two, the study location and sample, the instruments and data-gathering procedure, and the method of analysis for the semi-structured interviews.

5.7.1 Qualitative research design phase one

In this study use of credible and valid data, from company annual reports, was required to gather an initial perspective regarding the elements of organisational leadership and leadership brand for public listed South African companies. The annual reports of public listed companies are required to meet the International Finance Reporting Standards, IFRS (2010), Companies Act (2008), International Standards on Auditing, ISA (2009), and follow the King III (2009) guidelines of reporting, and are transparent public documents. According to Mouton (2001) and

Yardley and Bishop (2007), the use of alternative sources of data is a suitable and valid source of data for research provided alignment exists with the research questions. According to Richie and Lewis (2003), the analysis of alternative sources of data can be complementary and serve to identify trends.

The annual reports of public listed companies reporting standards (IFRS,2010; Companies Act, 2008; ISA, 2009; King III, 2009), therefore, enhances the accuracy, validity and credibility of the available alternative and primary data from the company annual reports. The data collection from the company annual reports is aligned to the research objective, “to identify the elements of an organisational leadership brand for public listed South African organisations”.

The primary data was extracted from these annual reports over the past five years from 2004 to 2010 (Appendix 2). At least five consecutive years across 2004 to 2010, included periods of economic growth, consolidation and downturn largely due to the global economic slowdown, and was considered as a sufficient period to gather data. Listed companies were selected based on the general reputation in the South African business environment and according to the advantages outlined by Neuman (2003) of purposive (or judgement) sampling (section 5.8.2.1) which is the identification of cases for in-depth investigation by the researcher.

A spread of companies from different industries was selected to provide a more general perspective from South African industry on information relating to the concepts of organisational leadership and leadership brand. These companies represented the different industry sectors of: mining, financial services-banking, telecommunications, retail and manufacturing-beverage. Furthermore, these companies were selected based on their reported sustained performance on the Johannesburg Stock Exchange (JSE) contained in the annual reports. The following public listed companies were extracted using the online facility (www.sharedata.co.za/Index.htm): Standard Bank, Anglo American, MTN, Spar, SAB Miller, and ABSA.

These company’s annual reports were scrutinised for the emerging organisational leadership and leadership brand information identified in the discussion of the literature. The emerging dimensions from the discussion of the literature of organisational leadership and leadership brand formed the broad criteria to identify, capture, and record the data in a structured data sheet, and to enable analysis of the data from the annual reports (Appendix 2). The annual

reports were, therefore, scrutinised for any reference to the following elements pertaining to the concepts of leadership and leadership brand:

1. The investment in training and development, particularly management-leadership development,
2. Staff satisfaction-organisational climate surveys and results,
3. Corporate social responsibility (CSR) investment activities,
4. Customer service results,
5. Stakeholder engagement,
6. Good governance reporting.

All references and the corresponding data of these six elements were identified, recorded and explored (Appendix 2). The data provided an initial indication that the six companies provided rich accounts and quantitative data to support the relevance of the six elements, indicated above, pertaining to organisational leadership and leadership brand.

Within the qualitative research approach, enhancing the quality of research, according to De Vos *et al.* (2011) and Patton (1999) involves using multiple data sources in an investigation to produce understanding through ensuring that an account is rich, robust, comprehensive and well-developed.

In this study the first data source, namely the investigation of the company annual reports for data relating to the six elements identified in the discussion of the literature of organisational leadership and leadership brand. The second data source comprised of semi-structured interviews to explore the concepts of organisational leadership and leadership brand. The combination of these two data sources provided a rich account of leadership and leadership brand data to explore and establish the concepts of organisational leadership and organisational leadership brand.

The exploratory information from the data analysis, from the company annual reports, relating to organisational leadership and leadership brand, together with the discussion of the literature on organisational leadership and leadership brand, assisted with the compilation of the content to be included as part of the interview guide for phase two of the qualitative study.

5.7.2 Qualitative research design phase two

Within the study's pragmatic paradigm, a phenomenological approach was adopted to form phase two of the qualitative research stage, with the aim of producing knowledge of the subjective experience of the research participants. According to Creswell (2007) and Willig (2012), the phenomenological approach is well suited, within the discipline of psychology, to focus on understanding and describing the essence of the lived phenomenon of individuals that have shared experiences. The phenomenological approach focuses on understanding the personal and collective experiences from the perspective of the participants (Leedy & Ormrod, 2005; Willig, 2012). The role of the researcher is to view the world from the perspective of the participant and to engage in an empathetic and non-judgemental manner to capture the experience of the respondent (Willig, 2012).

Furthermore, interpretative phenomenology goes beyond the "face value" of the respondents account and explores the wider meaning of the data through the process of inductive reasoning (Creswell, 2007; Willig, 2012). Inductive reasoning is based on supporting evidence that can lead to probable conclusions (Babbie & Mouton, 2001; Creswell, 2007). Furthermore, the phenomenological approach has been successfully applied to study the phenomena of leadership in organisations (Klenke, 2008).

In this study the focus was on exploring, understanding and describing, using inductive reasoning, the personal and collective experiences and perspectives of organisational leadership and leadership brand, of senior organisational leaders. The researcher's role was to gather data from the perspective of senior leaders about their experience and views of organisational leadership and leadership brand, in an empathetic and non-judgemental manner, using semi-structured interviews. The inductive reasoning process facilitated linking the experiences and views of the senior leaders to the exploratory concepts of organisational leadership and organisational leadership brand.

The phenomenological approach is, therefore, appropriate to this study's qualitative research stage, to address the research objectives three and four, listed in section 5.8. The qualitative research stage focuses on exploring, understanding and describing the experiences and perspectives of senior leaders regarding organisational leadership and organisational leadership brand. The description of the study location and sample for the qualitative stage follows in the next section.

5.7.2.1 *Study location and sample for the qualitative stage*

The non-probability sampling strategy utilised the purposive or judgemental sampling method. In purposive sampling the researcher may use prior skills and knowledge to select the study sample. According to De Vos *et al.* (2011) and Rubin and Babbie (2005), the researcher may use his or her ability and judgement to choose the respondents characteristic of the population and who best meet the purposes of the study. In this study, the researcher, an organisational psychologist and leadership practitioner, identified 14 senior organisational leaders, across industries, as the purposive sample aligned with the research objectives.

Furthermore, the population and sample, as well as its representatives, are highlighted by Kerlinger (1986) as critical to the study. In this study the population and sample hence required the researcher's close attention to answer the research objectives. This statement made by Kerlinger supports the contention of the researcher, that each respondent within the sample group is critical for data collection as part of answering the study's research objectives.

The population, according to Huysamen (2001) and Neuman (2003) is required to be aligned with the research objectives. The non-probability sampling strategy of purposive sampling highlighted by Patton (2002) is a function of what we want to know, the purpose of the inquiry, what will be useful, what will have credibility and the practical utilisation of time and resources. According to Creswell and Plano Clark (2011), purposive sampling is used for qualitative research so that the selected participants can provide the necessary information to be explored in the research.

The smaller, purposive sample size ranging from four to 10 participants is preferred for qualitative research based on the objective of gaining an in-depth understanding of the concept being explored (Creswell & Plano Clark, 2011). Purposive (or judgement) sampling is advantageous in the following situations (Babbie, 2010; Grinnell & Unrau, 2008; Neuman, 2003): In situations where the sample is difficult to reach or is specialised; the researcher wants to identify cases for in-depth investigation; and the selection of unique cases that will be very informative.

These advantages of purposive sampling formed the basis of the inclusion criteria for this study's participation in the semi-structured interviews. In this study the selected 14 respondents met the following criteria: Leaders at senior or executive levels and leaders involved at strategic levels within organisations listed on the Johannesburg Stock Exchange considered to have achieved sustained performance over at least five consecutive years. The strategic nature of

organisational leadership brand required engagement with organisational decision takers, namely senior leaders so as to understand their rich, unique personal leadership experiences and insights regarding leadership and leadership brand. Furthermore, the senior managers of organisations formulate business strategy including providing strategic input regarding an organisation's leadership brand. The identified senior leaders had gained significant personal experience in organisational leadership, particularly at the strategic level of leadership. The sampled senior organisational leaders average length of experience is 12 years in executive roles requiring strategic level decisions. Further detail on the purposive sample of 14 senior leaders is provided in Chapter 6 in Table 6.1.

In summary the phase two qualitative research was located within public listed South African organisations, across various industries (Financial services; Mining; Retail; Manufacturing-beverage; Information technology; and Services) focusing on interviewing senior leaders who currently and/or have participated at a strategic organisational level.

5.7.2.2 Qualitative instrument and data-gathering procedure

According to De Vos *et al.* (2011) one-to-one semi-structured interviews are organised around an area of interest and allow for flexibility in scope and depth of application. Semi-structured interviews were, therefore, considered as the primary and most appropriate means to gather data as part of phase two of the qualitative research due to the nature of the sample, senior organisational leaders and type of data required. The full engagement of these senior leaders, facilitated through semi-structured interviews, enabled in-depth interaction based on the rich experience and insights regarding leadership and leadership brand.

According to Creswell (2007), the unit of analysis and the form of data collection focuses on individuals that have shared experience, and the use of interviews to collect data. According to De Vos *et al.* (2011), qualitative individual interviewing follows five stages from preparation, to conducting the interview, and termination, continuing through to the interviews eventually reaching data saturation. According to Babbie (2010) and Neuman (2003), interviews can assist the researcher to gather data through empathetically understanding the interviewee better by responding and adapting during the interview to facial expressions and language. For the purposes of the study, both interpretive, according to Lincoln (1995) and the constructionist approaches, according to Holstein & Gubrium, (2008) were used in this study.

Within the interpretive approach, according to Jaber and Gubrium (2008), the researcher tries to gain insider perspective of the human phenomena by engaging with empathy in the natural flow of the human experience and events. Interviewing is, therefore, used as a primary method to gather data as part of the interpretive approach and the full richness of a real-life situation can be experienced using the interpretive approach. The interviewer, according to De Vos *et al.* (2011), is required to understand and interpret the feedback on the questions asked within the interview, and explained by the respondents.

Within the constructionist approach, according to Holstein & Gubrium, (2008:674) the interviewer can collate more information in a qualitative interview process, through a process of “meaning– making” of the information shared. If the questions were unclear in the discussion, the interviewer could clarify them within an interview discussion. The constructionist approach focuses on language as the object of study to find the meaning in the feedback. According to De Vos *et al.* (2011), semi-structured interviews facilitate a focused yet flexible approach to interviewing respondents using the prepared interview guide and adapting to the issues that may be raised by the respondent. In this study the semi-structured interview approach was adopted to gather data from the purposive sample of senior organisational leaders to answer the third research objective.

Another important point to consider for the role of the qualitative research is the use of the researcher as a primary instrument open to new ideas, remaining as objective as possible, and to facilitate the contribution by others as ‘experts’, developing insights and the forming of new constructs (De Vos *et al.*, 2011). Yin (1994) points out the importance of continuous self-evaluation by the researcher to assist in the process of remaining objective. For this study the researcher, an organisational psychologist, well versed in interviewing and facilitation skills, adopted these guiding interview and self-evaluation principles for the interview preparation and the active interview process. Furthermore, a relationship based on rapport, empathy and trust are the basis for a meaningful participant-researcher engagement and relationship (Merriam 1991). The fact that the researcher was personally known and viewed as a credible professional in the domain of leadership to the respondents supported establishing rapport, empathy and trust for the semi-structured interview.

The senior leaders were interviewed in a natural setting which was the senior leader’s work environment in which they operate on a regular basis. A semi-structured interview process is a

time-consuming process with regard to the availability of senior leaders, but the inputs of these leaders was critical in gaining an understanding of organisational leadership and organisational leadership brand for South African organisations. The semi-structured interviews were structured to investigate the concept of organisational leadership and organisational leadership brand in general and organisational leadership and leadership brand for public listed South African organisations.

Before the interviews for the main study were conducted pilot interviews were performed to review the interview guide structure and content. According to De Vos *et al.* (2011) interview piloting is advised to confirm the interview plan or schedule and the nature and order of questions to be used. The structure and content of the interview guide was piloted and critiqued by two independent professionals to enhance its quality, thereby assisting with optimising the collection of data from the respondents. This resulted in minor modifications to the sequence and addition of question prompts to form a final interview guide (Appendix 3 and 4). The detailed structure and questions used in the semi-structured interview is reflected in the interview guide in Appendix 4. The structure of the interview guide covered the following (Appendix 3 and 4 indicate the interview question prompts): Introduction and setting the context; Organisational leadership in general; Organisational leadership for South African organisations; Organisational leadership brand; Organisational leadership brand for South African organisations, and the interview close and thank you.

The prepared interview guide was used to ask the respondents their opinions and understanding of organisational leadership and leadership brand in general, and organisational leadership and leadership brand related to the South African organisations. Each interview was, with the permission of the respondent, digitally recorded. The researcher also made notes during the interview process. According to De Vos *et al.* (2011), field or interview notes form part of the data and serve as a measure of enhancing the rigor and trustworthiness of the research.

Data saturation relating to organisational leadership and organisational leadership brand within the South African context was judged to be achieved after 13 interviews and a further interview was conducted to further satisfy the data saturation requirement, totalling 14 interviews for the purposes of data collection. The consideration of data saturation, according to De Vos *et al.* (2011) is required as part of the qualitative research design. Data saturation occurs when the information themes and concepts are repeated from subsequent interviews and the researcher

learns nothing new (Creswell, 2007; Grinnell & Unrau, 2008; Monett, Sullivan & De Jong, 2005). For this study the data saturation requirements were met for the purposes of data collection using the semi-structured interviews that formed part of the qualitative research stage.

5.7.2.3 Qualitative analysis of the semi-structured interviews

According to Creswell (2007), the phenomenological approach emphasises the data analysis focus on significant statements, meaning units, textual and structural description of the 'essence' of the experiences. Immediately after each semi-structured interview the researcher loaded and saved the full interview digital voice recording to a computer and these were transcribed to a written document and checked for accuracy by the researcher. Each transcript was transcribed verbatim, and each transcript was read several times before beginning the coding and content analysis of the transcripts. The purpose of the content analysis was to identify the elements of the concepts of organisational leadership and leadership brand. In this study the coding and analysis approach outlined by Creswell and Plano Clark (2011) and the open coding technique described by Babbie and Mouton (2001), comprised the process of naming and categorising the phenomena as related to organisational leadership and organisational leadership brand, and provided guidance for the analysis of interview content.

The interview content data was broken down, examined, compared, conceptualised and categorised into main and sub categories (Appendix 6). Furthermore, the content analysis, according to Thomas (2003), is guided by a question and/or set of questions a researcher wishes to answer. This is complemented by the content analysis which involves coding the content into thematic categories or relevant variables which summarise and synthesise the data in an inductive and/or deductive manner (Castrol *et al.*, 2010; Berg, 2004; Neuendorf, 2002; Smith, 2006). In this study the identified categories and sub categories (Appendix 6) were formulated into concept dimensions and items to assist with the design of the quantitative survey questionnaire, aimed at investigating the concepts of organisational leadership and organisational leadership brand, including stakeholders.

A further review of the literature was conducted after the qualitative data had been analysed so as to provide further support for the qualitative findings. The comparison of emergent concepts with the existing literature is necessary as part of the process of theory building (De Vos *et al.*, 2011). Furthermore, the categories and sub categories of organisational leadership and

leadership brand, including stakeholders identified were quality assured by two independent professionals (academic and organisational psychologist) for consistency of the method of analysis. This was achieved through the inspection of the coded interview transcripts and the list of emerging content categories by the two independent professionals and the provision of qualitative feedback to the researcher. The involvement of these independent professionals assisted in enhancing the trustworthiness of the analysis of the qualitative interview data.

5.7.2.4 Trustworthiness of the qualitative data

Within the qualitative research approach, enhancing the quality of research, according to De Vos *et al.* (2011) and Patton (1999) involves using multiple data sources in an investigation to produce understanding through ensuring that an account is rich, robust, comprehensive and well-developed. Using multiple methods can help facilitate deeper understanding of the subject. Trustworthiness of the data within the context of the study's qualitative design approach, according to Lincoln and Guba (1985), is important to evaluating its worth, and involves establishing:

Credibility: confidence in the 'truth' of the findings

- Transferability: showing that the findings have applicability in other contexts
- Dependability: showing that the findings are consistent and could be repeated
- Confirmability: a degree of neutrality or the extent to which the findings of a study are shaped by the respondents and not researcher bias, motivation, or personal interest.

The researcher followed these principles to establish the trustworthiness of data collected (Table 5.1: a summary of the trustworthiness techniques applied). Credibility was established through:

- The prolonged engagement of the researcher within the context-environment of public listed organisations and regarding the in-depth semi-structured interviews with senior leaders.
- Triangulation of method using multiple data capturing sources to ensure that the data is rich, robust, comprehensive and well-developed. Use was made of primary data analysis (public listed company's annual reports) and semi-structured interviews to gather data relating to organisational leadership and leadership brand.
- Member checking included confirming and checking data with the interviewed senior leaders.

Transferability was attended to by:

- Thick descriptions resulting from each of the interviews with the senior leaders provided detailed accounts relating to organisational leadership and leadership brand enabling transferability to other senior organisational leaders across public listed organisations.

Dependability by the use of inquiry audits:

- The use of inquiry audits which were implemented through independent reviews of the research process by the academic supervisor, and independent professionals regarding the findings of the qualitative research,

Confirmability was achieved by reflexivity and triangulation:

- Reflexivity included the researcher reviewing, during the analysis of data collected from the interviews, the process of knowledge construction, and
- Triangulation using multiple data capturing sources (Company annual reports and semi structured interviews).

The application of these trustworthiness techniques enhanced the quality and overall credibility of the qualitative research study findings of phases two and three. Consequently a richer understanding was achieved of the concepts of organisational leadership and leadership brand for public listed South African organisations.

Table 5.1: The application of trustworthiness for the study’s qualitative phase based on Lincoln and Guba (1985), Denzin and Lincoln (2003); Patton (1999).

Techniques for establishing trustworthiness	Trustworthiness dimension			
	Credibility	Transferability	Dependability	Confirmability
Prolonged engagement	√			
Triangulation	√			√
Member checking	√			
Thick description		√		
Inquiry audit			√	
Reflexivity				√

5.8 THE QUANTITATIVE STAGE

The exploratory, sequential and partially mixed methods study utilised the quantitative approach to address the research objectives through the design and distribution of a research instrument to collect data for analysis. The quantitative aspect focused on the development and application of the research survey instrument to address the primary research objective of investigating and establishing an organisational leadership brand concept model for public listed South African organisations, and the supporting research objectives (3, 4, and 5) and sub-objectives (3.2, 3.3) of:

Objective three: To identify the elements of an organisational leadership brand concept for public listed South African organisations, by identifying

3.2. the nature and role of organisational leadership for South African organisations,

3.3. the general nature of Organisational Leadership Brand (OLB for South African organisations,

Objective four: To formulate an organisational leadership brand concept model for public listed South African organisations.

Objective five: To explore, statistically, an organisational leadership brand concept model for public listed South African organisations.

The quantitative approach mainly concentrated on the design, piloting and application of the survey questionnaire (phase three to five) of the quantitative research design. This enabled the gathering of quantitative data for analysis to address the research objectives and sub-objectives listed above.

The next section will explain the quantitative stage with phase's three to five, including the study location and sample, the instruments and data-gathering procedure; and the method of analysis used in the quantitative research.

5.8.1 *The quantitative study location and sample*

The same research design principles relating to the study location and sample used for the qualitative stage were considered appropriate and also applied to the quantitative design approach of the study. The importance of the sample, to the level of each respondent, as indicated by Kerlinger (1986), Huysamen (2001) and Neuman (2003) are critical to achieving the outcome of the study. Neuman (2003) is of the opinion that purposive (or judgement)

sampling is advantageous in the situations where the sample is difficult to reach or is specialised, and the selection of unique cases is considered to be very informative. Rubin and Babbie (2005), Grinnell and Unrau (2008), and Monette *et al.* (2005) indicate that purposive sampling is based on the judgment of the researcher and where the sample contains the most characteristic, representative or typical attributes of the population that serves the purpose of the study best.

Furthermore, the sampling and sample size is dependent on the research context and consideration of the pragmatic and ethical criteria (Lenth, 2001). For this study, therefore, the sampling method used was that of purposive (judgemental) sampling in order to gather the views of senior organisational leaders across a number of organisations and industries.

A further sampling consideration was that of sample integration legitimisation. Sample integration legitimisation is highlighted by Onwuegbuzie and Johnson (2006) as important when statistical generalisation from the sample participants to a larger population is desired, then the same or similar participants are required. This study focused on the similar participants of senior organisational leaders, with a small number being identical, across the sequential qualitative and then quantitative stages in the research.

The study location and sample criteria for the respondents who were approached for participation in the questionnaire were the same as for the qualitative semi-structured interviews. Of the 70 potential respondents that were known to the researcher and approached, 36 completed the survey questionnaire. Six of these leaders also formed part of the qualitative phase of semi-structured interviews. The six leaders' (16,7% of the quantitative sample) valued contribution was sought, for pragmatic reasons due to the population of senior leaders known to the researcher. The broad range of selected industries included: banking/financial services (including insurance), retail, manufacturing, mining, construction, logistics, medical, hospitality, and services.

5.8.2 Quantitative instrument and data-gathering procedure

The quantitative approach of data gathering, according to Neuman (2003), typically gathers information by means of questionnaires. The findings from the semi-structured interview process and the literature study findings provided the basis to formulate the 76 items of the survey questionnaire (Appendix 9). The following sections describe the development of the

survey questionnaire, the questionnaire distribution and data gathering, and the validity and reliability of the questionnaire.

5.8.2.1 Development of the quantitative instrument

A key element of the development of the instrument was the scale of the survey questionnaire so as to enable effective data gathering and measurement of the questionnaire items. Neuman (2003:121-155) describes a scale as a measure in which the researcher captures the "intensity, hardness and potency" of the variable. According to Churchill (1979), multi-item indices enjoy an advantage because relatively fine distinctions among respondents can be made, and measurement reliability tends to increase with the number of items in a combination.

Likert scales are convenient for batteries of survey questions and facilitate multi-item measurement (Churchill, 1979). Furthermore, De Vos *et al.* (2011) argues that it is optimal and practical to use between four and eight rating categories to ascertain the extent of agreement or disagreement with a questionnaire item. The Likert five point, ordinal-level rating scale, according to De Vos *et al.* (2011), is a useful means to indicate and compute the differences between the categories of variables and their relative positions to each other. Bartikowski, Kamei and Chandon (2010) argue that the Likert scale offers sound measurement precision that respondents perceive as equidistant, and enables the application of a range of mathematical operations.

In this study a scale with two categories for each of the indicated extent of disagreement or agreement supported with the option of a neutral or undecided category. The use of the neutral category provided the neutral or undecided option so as not to force the respondent to choose from disagree or agree scale options. The five point Likert scale provided the basis for the statistical computation of the questionnaire data to answer the research objectives 3, 4, and 5. A five point Likert rating scale (summated-rating scale) was, therefore, considered appropriate for the research objectives and for the pragmatic ease of completion by respondents.

The respondents evaluated a statement and indicated the extent of agreement using the relevant number on the scale (Appendix 8 indicates an example of the users' online questionnaire screen). The scale used was:

- 1=strongly disagree
- 2=disagree

3=undecided

4=agree

5=strongly agree

The survey questionnaire items were formulated based on the concepts and sub concepts of organisational leadership and organisational leadership brand established from the discussion of the literature and qualitative research findings. The development of the survey questionnaire included the piloting of the questionnaire to further check the face and content validity, and functionality of the questionnaire using a panel consisting of three senior organisational leaders and two independent professionals (organisational psychologists). The panel assessed and established face validity and assisted confirming content validity, and functionality of the research questionnaire in terms of:

- The questionnaire items (the adequate representation and appearance to represent the concepts of organisational leadership and leadership brand),
- The layout,
- The practical application of the five-point rating scale, and
- The structuring-layout of the questionnaire.

The piloting of the questionnaire also included checking the functionality of the online survey questionnaire regarding:

- The ease of understanding instructions for completion,
- The user friendliness of the on line completion process,
- The speed of the online completion.

Minor amendments were made to the completion instructions to enhance user-friendliness and ease of understanding of the instructions and questions.

The final questionnaire (Appendix 9) took approximately 30 to 45 minutes to complete and consisted of 82 questions covering the following sections:

- Section 1 (items 1-6): This section included the biographic and demographic information.
- Section 2 (items 7-82): An evaluation of the extent of agreement of respondents on: the nature of effective organisational leadership (items 7-34); the nature and development of organisational leadership identity (brand) for South African organisations, and the importance of organisational leadership identity (brand) for effective organisational leadership (items 35-52); the connection of organisation leadership brand with other brand

concepts (items 53-59); and the role of stakeholders for leaders of South African organisations (items 60 & 81).

- Section 3: A single open-ended question (item 82) in which respondents were requested to list their view of the top 3 factors that impact on an organisation's leadership identity. This qualitative application follows the guidance provided by the mixed methods taxonomy described by Leech and Onwuegbuzie (2009:267-272).

5.8.2.2 Distribution of the survey instrument

According to Babbie (2010) and Grinnell and Unrau (2008), electronic-based questionnaires administered in a web-based manner have the advantage of a user-friendly delivery to respondents, overcoming any geographic constraints, and facilitating the transfer of questionnaire data directly into a computer data base. Therefore, the choice of an online survey questionnaire enabled by the user-friendly survey gold software (2010) was motivated by the following factors:

- A relatively large number of respondents can be included in the study, as all the respondents have access to internet and e mail facilities.
- From a data-collection perspective, respondents can be reached on a national basis within the borders of South Africa and also while mobile.
- Questionnaires provide the means to gather objective data from the participants.
- Anonymity is critical to the response rate of the questionnaires. According to Huysamen (2001), respondents are more likely to give their true perspectives if information is handled confidentially.
- Practically and economically, the cost of using online delivered questionnaires is lower than other forms of data gathering.

The finalised online 'leadership brand' questionnaire was delivered, via e mail communication and the provided online link (Appendix 7) for the e mail introduction), to the identified sample to enable the researcher to make contact with an appropriate number of people. The computer literacy level of the participants (senior leaders), who typically utilise online engagement as part of their skill set, mitigated the issue of computer and on line questionnaire completion competence.

5.8.2.3 Validity and reliability of the instrument

The exploratory nature of this research study and the quantitative instrument used needed to meet the face and content validity requirements to answer the exploratory research objectives. Validity refers to the extent to which an instrument measures what we actually wish it to measure. According to Anastasi (1982) and De Vos et al. (2011) the types of validity for social and psychological measuring instruments to consider include face, content and construct validity with construct validity viewed as the most difficult type of validity to achieve. Yin (1994:34-36) identifies three subsets to the concepts "validity", namely: Construct validity, which measures the "degree to which an instrument measures a construct", and face validity ("this type of validity focuses on what the instrument appears to measure" (*ibid*), internal validity and external validity ("data being measured within the instrument, is measured against external data or information" (*ibid*).

Content validity, according to Anastasi (1982), De Vos *et al.* (2011) and Punch (2005), is concerned with the representativeness of the content of an instrument so a content valid measure would provide an adequate representation of the content or elements of the phenomenon being measured. Content validity, according to Rubin and Babbie (2005) can be established on the basis of judgements by experts as to whether the measure is sufficiently representative of the aspects that comprise the concept being measured.

Face validity, according to De Vos *et al.* (2011) and Babbie (2010) is the extent to which a measuring instrument, looks as if it measures what it claims to measure and is regarded as a desirable characteristic for a measuring instrument. The practical application of the measuring instrument, according to De Vos *et al.* (2011) regarding the measures' appearance of relevance and credibility as experienced by the respondents, is considered important for positive engagement by the respondents.

For the purposes of this exploratory study establishing face and content validity of the leadership brand survey questionnaire is regarded as important and forms the foundation for the analysis of respondent data and establishing the organisational leadership brand concept model.

Reliability is concerned with the consistency of measurement and the measurement procedure (Anastasi, 1982; Creswell & Plano Clark, 2011; De Vos *et al.*, 2011). In this study the leadership brand survey questionnaire was developed based on the identified concepts and sub-concepts of organisational leadership and organisational leadership brand from the discussion of the

literature and qualitative findings, and the internal reliability consistency of the questionnaire items was established using Cronbach's Alpha coefficient.

The discussion of the literature resulting in the conceptualisation of organisational leadership and organisational leadership brand, including the stakeholder concept followed by the qualitative findings of organisational leadership brand concepts and sub-concepts, provided the basis for the face and content validity of the organisational leadership questionnaire. In addition, the panel of three senior organisational leaders and two independent professionals (organisational psychologists) used in the piloting step, assessed and established face validity and assisted confirming the content of the survey questionnaire.

5.8.3 Method of analysis of the quantitative data

The plan for data analysis was followed and performed to address the empirical questions as related to the quantitative stage. The items comprising the main sections of the questionnaire focused on organisational leadership and organisational leadership brand were previously clustered into the 11 identified concepts (four organisational leadership, and seven organisational leadership brand; see appendix 10). According to Anastasi (1982), establishing various forms of validity is a key aspect in the design of measuring instruments, including face and content validity. The face and content validity of these concept clusters were confirmed by a panel of two independent organisational psychologists working in the leadership field, a research academic and statistician.

- Empirical research question 1: What is the profile of the sample? Descriptive statistics were used to profile the sample. One-way frequency distributions were conducted on the biographical attributes.
- Empirical research question 2: What is the content of the organisational leadership brand questionnaire? The literature review and qualitative findings provided the foundation for the compilation of the questionnaire items to represent the organisational leadership and organisational leadership brand, including the stakeholders' concepts. The next step, which forms part of empirical question 3 was to contribute to understanding the content of the questionnaire comprised the application of composite frequency tables and the Chi-square test statistic to obtain an understanding of how the respondents viewed the questionnaire items.

- Empirical research question 3: What are the basic statistical features of the data collected? Descriptive statistics were applied to the data collected on the study variables to describe the basic features of the study objectives. Composite frequency one-way tables of subsets of questionnaire items were compiled that jointly describe the particular concepts of organisational leadership or organisational brand and stakeholders. Chi-square tests were also calculated for each concept and the sub-concepts. This was completed to establish whether respondents perceived all questionnaire statements associated with a specific category of items similarly or statistically significantly differently to form concepts.

Descriptive statistics, according to De Vos *et al.* (2011) allow the researcher to gather an understanding of the data. It presents the basic features of the data and allows the researcher to determine if the data can be used for further analyses. Means, medians, variance, standard deviation and the distribution responses form part of the descriptive statistics.

- Empirical research question 4: What are the psychometric properties of the survey questionnaire developed and used to collect the data on the study objectives? Cronbach alpha coefficients were calculated on the clustered items that represented the organisational leadership and leadership brand concepts, to determine their reliability. Scale reliability testing (also referred to as item analyses) on the subsets of questionnaire scores where each subset represents a sub-concept of the concepts of organisational leadership or organisational brand, to determine the internal consistency reliability of the items that comprised each concept (Cronbach alpha).

Cronbach's Alpha coefficient, according to Cronbach (1951), Cronbach and Shavelson (2004) and De Vos *et al.* (2011) is the most commonly used reliability measure. Therefore, reliability testing (also referred to as item analyses) was performed on the subsets of questionnaire scores where each subset represents a sub-concept of organisational leadership or organisational leadership brand, and stakeholders, to determine the internal consistency reliability of each concept. Once internal consistency reliability for each sub-concept and concept had been established, a score for each of the organisational leadership, organisational brand and stakeholder sub-concepts could be calculated for each respondent. The concept score for each respondent was calculated as the mean value of the questionnaire responses of questionnaire items that defines a particular concept. The internal consistency reliability of the concepts had to be verified before further analyses could be conducted on these concept scores. If internal consistency reliability could not be established, further analyses and

deductions based on these concept scores would most probably be unreliable since the 'basic measure' of the organisational leadership and organisational leadership brand concept is statistically not sound.

The more reliable the measurements, the more consistent the results, and also according to Bostwick and Kyte (1981, in De Vos *et al.*, 2011), there can be no valid results without reliability, although reliability does not guarantee valid results.

In the next step of the analysis strategy, concept score means, calculated according to the categories of the biographical attributes were calculated and tabulated. This analysis was performed to gain a general overview of the possible effect that biographical attributes might have on the various organisational leadership and organisational leadership brand concepts. This was an exploratory method of evaluating the concept scores. This step in the analysis also included Pearson's correlation coefficients to investigate the relationship between organisational leadership and organisational leadership brand concept variables within and between the biographical attributes.

- Empirical research question 5: What is the relationship between the organisational leadership and organisational leadership brand concepts and sub-concepts?
- Empirical research question 6: Can the research objectives be achieved?

Objective three: To identify the elements of an organisational leadership brand for public listed South African organisations, by identifying

- 3.1 the general nature and role of organisational leadership,
- 3.2 the nature and role of organisational leadership for South African organisations,
- 3.3 the general nature of the organisational leadership brand concept for South African organisations.

Objective four: To formulate an organisational leadership brand concept model for public listed South African organisations.

Objective five: To explore, statistically, an organisational leadership brand concept model for public listed South African organisations.

The primary objective: "to investigate and establish an organisational leadership brand concept model for public listed South African organisations" was investigated by integrating the qualitative and quantitative results. The outcome of the multivariate linear regression is a

combination of relationships that explains causality amongst the 'concept variables' as explained by Darlington (1990).

The analysis plan included the calculation of composite one-way frequency tables on the defined concepts within the three sections of the questionnaire and served to inform and present the findings in a logical way. The final step to assist in formulating an organisational leadership brand concept model, the inter-relationship between the concepts and sub-concepts (organisational leadership, organisational leadership brand and stakeholders) and within the concepts were investigated, firstly via correlation matrices (Pearson's correlation coefficients) and secondly via multivariate linear regression using two stepwise regression approaches, namely forward selection and backward elimination (StatSoft, 2011).

5.9 PROTECTING THE INTEGRITY OF THE RESEARCH DESIGN

All research, qualitative or quantitative, needs to take cognisance of the concepts of validity, reliability and practicality. The mixed method approaches were used and combined both the qualitative and quantitative aspects of research (De Vos *et al.* (2011). According to Mouton (2001) five aspects can have an impact on the integrity of the study: The respondents, the researcher, the research methodology used, the subject studied and the context in which the research is taking place. For the purposes of this study, the following factors were considered regarding the impact on the integrity of the research:

5.9.1 *The researcher*

According to De Vos *et al.* (2011), the aim is for the researcher to be objective at all times, not getting involved in providing personal views regarding the content, setting aside personal preferences and opinions. Personal preferences should be excluded and personal opinions disregarded in truly focusing on the study objective and the overall reliability and validity of the study which can be impacted by unprofessional behaviour by the researcher. No personal preferences were given to candidates who were representative of several industries.

5.9.2 *The research methodology*

An exploratory mixed method research design, enabling a combination of method and data collection, was used as a blended research design to ensure practicality, reliability and validity with respect to the research objectives, where quantitative and qualitative data was collected. The adopted mixed method with a development purpose was that of an exploratory, fully mixed,

sequential, and qualitative emphasis combination as outlined by Leech and Onwuegbuzie (2009).

5.9.3 The subject studied and context

As indicated earlier in the study, the subject of organisational leadership has been widely researched. Respondents had to contribute to both spheres to the study, namely their opinions on organisational leadership and organisational leadership brand. The research content lends itself to open and honest discussion as the topic is mainly of interest to organisations and not personally sensitive and respondents felt comfortable to participate openly. The research took place within public listed South African organisations across a range of industry sectors.

5.9.4 Research instrument

The research instrument's validity and reliability was considered across qualitative and quantitative research (De Vos *et al.*, 2011; refer to sections 5.8.2.2 and 5.9.2.1).

5.10 ETHICAL CONSIDERATIONS

The research was conducted according to the UNISA policy on research ethics (2007) which includes the requirement to address the research in terms of the researcher, the respondents, and the risks to UNISA. Also, the American Psychology Association guidelines were followed for research ethics and code of conduct regarding informed consent of the study participants (APA) 2010. These aspects were covered above (sections 5.8.1 to 5.8.4 and Chapter 1). Furthermore, the ethical considerations needed to be accounted for within the following stages of the research: The selection of participants according to Huysamen (2001) for the qualitative interviews based on the semi-structured interviews; the selection of participants to form the sample for the quantitative questionnaire completion; and lastly, ethical considerations relevant in the release of the results obtained. According to De Vos *et al.* (2011), participation by respondents in research is required to be voluntary and with informed consent (APA, 2010). Babbie (2010) indicates the respondent's right to privacy through ensuring confidentiality.

In this study the respondents consented to participating in the semi-structured interviews. Confidentiality regarding respondent participation was ensured in that only the researcher was aware of the respondents' identity, and through anonymity regarding the respondent to data matching. From an ethical perspective, the verbal and written consent by return 'agreed e mail' of all the participants was obtained before the various phases of the study commenced. The

concept of business ethics is a central aspect of the new world of work and was equally important in this research.

The entire research project was conducted in an ethical manner. According to Babbie (2010) and De Vos *et al.* (2011), this obligation is to the participants, the community and the respondents. In the study's data collection process all respondents were first approached in a personal communication inviting participation and once this was confirmed, further voluntary research engagement was pursued for both the qualitative and quantitative research design phases.

5.11 CONCLUSION

This chapter focused firstly on providing and outlining the scientific beliefs and research paradigm informing the study. The second purpose of the chapter was to describe the research approach and the motivation supporting the chosen approach. Furthermore, the problem statement as well as the objectives of the research were aligned to the research method and design. Five empirical research objectives were constructed and developed in support of addressing the research problem. The exploratory mixed method approach for the study was then designed to include four stages, including the qualitative (two phases) and quantitative stages (three phases) and these were described. The sample strategy, as well as the method of data gathering, instruments used, and data analysis, were identified and described for both the qualitative and quantitative approaches.

Lastly, the way in which the researcher followed the UNISA ethics policy aimed at protecting the respondents and the integrity of the data was described. The following decisions were taken:

- The criteria were set to identify the respondents to participate in the semi-structured interviews,
- The format of the survey questionnaire, and
- The respondents who were to take part in the online-based survey questionnaire.

The five research objectives were carefully analysed to ensure that the empirical analyses that were to be conducted so as to address the research objectives was properly developed.

Chapter 6 describes and presents the qualitative findings with the aim of answering the problem statement as set in the research objectives: to identify the elements of an organisational leadership brand concept for public listed South African organisations.

CHAPTER 6: QUALITATIVE FINDINGS

6.1 INTRODUCTION

Chapter 1 introduced and contextualised the study that is aimed at investigating and establishing an organisational leadership brand concept model for public listed South African organisations and motivated the need for the research. The research problem was described and the research objectives were stated. Chapter 2 covered the complexity of the global and South African business environment and implications for organisational leaders. Organisational leadership was investigated and conceptualised in Chapter 3. Chapter 4 described the concepts of brand and brand equity within organisations and in particular the concept of organisational leadership brand. The concept of brand was identified and related to the various brand concepts of organisational, employer, individual-personal, and particularly leadership brand. The chapter concluded with the conceptualisation of an exploratory model of organisational leadership brand for public listed South African organisations. Chapter 5 described the research methodology required to achieve the research purpose and objectives. An exploratory mixed method research methodology, combining a qualitative emphasised and supportive quantitative approach, in a sequenced design was adopted to achieve the study objectives.

In this chapter the empirical findings are reported to address the research objectives and empirical research questions relating to the qualitative data, using the research methodology described in Chapter 5.

The structure of the reporting of the qualitative findings is as follows:

- The description of the profile of the qualitative sample,
- The description of the basic statistical features of the qualitative data collected,
- The description of the semi-structured interview guide use to collect the qualitative data,
- The analysis of the qualitative data, interpretation and description of the concepts relating to organisational leadership and organisational leadership brand.

6.2 THE PROFILE OF THE QUALITATIVE SAMPLE

The sample for the collection of primary data from the company annual reports was described in Chapter 5. The description of the qualitative sample of the 14 semi-structured interviews is as follows:

6.2.1 Sample of the qualitative interview data

The semi-structured interviews that followed from the data analysis of the selected public listed companies annual reports, with senior managers of public listed South African organisations involved at the senior leadership level. Table 6.1 summarises the sample characteristics:

Table 6.1: Characteristics of the sampled qualitative interview data

		Industry					
	Percentage	Financial services/Banking	Mining	Telco(ICT)	Retail	Services	Manufacture/Beverage
Senior Manager	100	3	3	3	3	1	1
Male	71.42	3	1	2	2	1	1
Female	28.58		2	1	1		
Black	35.71	1	1		2		1
White	64.29	2	2	3	1	1	

The selection of the sample was based on purposive or judgemental sampling, and the pragmatic reality of accessing this senior level of South African manager. The sample of the qualitative data from the semi-structured interviews reflects senior managers of public listed South African organisations, represented across industries, particularly financial services/banking, mining, ICT, and retail. Despite males being the majority of those interviewed, the role of senior manager was the single most important criterion for selecting respondents to ensure access to the in-depth leadership experience of the interviewees. A representation of males, females, blacks and Whites is evident from Table 6.1. Relatively more senior managers were interviewed across the banking, mining and retail industries.

6.3 DESCRIPTION OF THE BASIC STATISTICAL FEATURES OF THE QUALITATIVE DATA COLLECTED

6.3.1 *Qualitative data: Primary data*

Primary data was gathered from the annual reports of public listed companies on the Johannesburg Stock Exchange, to establish an initial perspective regarding the possible dimensions of organisational leadership and leadership brand for South African public listed companies. This is aligned to the third research objective, “to identify the elements of an organisational leadership brand concept for public listed South African organisations”.

The data was extracted from these annual reports over at least five consecutive years between 2004 and 2010 (Appendix 2) and the report references can be located in the reference list. The five years across 2004 to 2010, included periods of economic growth and consolidation largely due to the global economic downturn and was, therefore, regarded as a sufficient period to gather representative data. These companies were selected based on their general reputation in their respective industries, in the local business environment and according to the advantages outlined by Neuman (2003) of purposive (or judgement) sampling.

The emerging dimensions from the literature of organisational leadership and leadership brand formed the broad criteria to analyse and extract data from the six company’s annual reports, based on the dimensions from the literature. Table 6.2 provides a summary of the themes extracted from these annual reports and appendix 2 provides a tabulation of the data extracted from the annual reports. All references in these annual reports relating to leadership and the concept of leadership brand were also noted and recorded. The categories from the annual reports included the following:

1. The investment in training and development, including management-leadership development,
2. Staff satisfaction-organisational climate surveys and results,
3. Corporate social responsiveness (CSR) investment activities,
4. Customer service results
5. The consultation with key stakeholders, and
6. The role of corporate governance

Table 6.2: Summary of the assessment themes used to review the company annual reports

Company	Assessment themes related to leadership and leadership brand					
	Training and Development*	Staff satisfaction	CSR**	Customer service	Stakeholder consultation	Corporate governance
Standard Bank	3	x	x	x	x	x
MTN	3	x	x	x	x	x
SPAR	1	x	x	x	x	x
Anglo American	3	x	x	x	x	x
SAB-Miller	3	x	x	x	x	x
ABSA	2	x	x	x	x	x

* The extent of training and development was assessed based on the level of average percentage training and development spend of payroll or a percentage of net profit after tax (NPAT) across the period: 1= up to 3% (payroll) or up to 1%(NPAT); 2= 3,1 to 6%(payroll) or up to 2%(NPAT); 3= 6,1 to 10% (payroll) or more than 2% (NPAT) (the scale was constructed by the researcher to differentiate the level of investment in training and development of the sampled companies); x=the evidence of these themes within the company according to the company's annual report.

** CSR: Corporate social responsibility.

It was evident from the annual reports that the investment in training and development include a focus on both technical training and management-leadership development. This is based on the fact that all companies had extensive leadership development programmes from team leader training and development through to executive development; their own leadership academy and/or a partnered solution with a local and/or international business school and recognised specialist-expert company in leadership development (Appendix 2). These companies also had various well established tertiary institution related bursary programmes to ensure a continuous in-flow of top talent for future leadership of the company.

Table 6.2 indicates that the annual reports showed that staff satisfaction and commitment focused within the company on programmes aimed at improving and measuring the extent of the 'employer of choice' aspect of the company. Appendix 2 reflects data which shows that all companies included various annual climate surveys, 360 feedback and development surveys, talent reviews, and with the exception of one company, annual participation in the South African 'best company to work for' survey. Company programmes also focused on the organisational culture related aspects of vision, mission and values engagement and communication, customer service, safety, transformation and diversity interventions (Appendix 2). Table 6.2 shows that these public listed South African organisations reported significant investment as a planned annual practice in various staff satisfaction related programmes and ongoing measurement of the internal culture and climate of the organisation.

The reported corporate social responsibility (CSR) from Table 6.2 indicated that all companies participated in significant community-focused investment programmes with a budget spend of up to 3 percent of net profit before tax in some instances. The sampled companies emphasised a particular investment based on the nature of their industry, and these CSR programmes include, across all sampled companies, a general focus on (Appendix 2):

- Education and culture,
- Housing,
- Health, particularly HIV Aids,
- Crime and Safety,
- Black economic empowerment (BEE),
- Sport sponsorships, and
- Environmental concerns.

Based on the annual reports it is apparent that the sampled companies view CSR investment as strategic regarding the sustainability of their companies. Over the period 2008 to 2010 all the companies included in their annual reports, a significant CSR section, and in some instances, a separate report dedicated to all aspects of sustainability reporting, including the CSR programmes.

According to the company annual reports (Table 6.2), the customer-focused and related activities included industry customer service and brand awards across the sampled period. These customer service levels and brand awards were assessed by independent local agencies that conduct annual reviews across industries. With the exception of one company, all

participated in these annual surveys and received various awards. All the participating companies also included an internal focus on the customer and customer service training and measurement, and employee and company brand alignment activities and communication (Appendix 2).

It is, therefore, evident from the annual reports that the majority of these companies had a strategic view regarding a focus on the customer, customer service and brand related internal and external activities, and communication. In addition to a reported focus on training and development, CSR, staff satisfaction and the customer, the sampled companies linked these activities to the strategic importance of their sustainability actions and reporting.

Table 6.2 indicates that the annual reports included a focus on various stakeholder engagements with an industry related emphasis on certain stakeholders. The stakeholders mentioned were: shareholders, investors, employees, customer-consumer, community, suppliers, regulators, non-government agencies (NGO's) and government (Appendix 2). This stakeholder theme reinforces the literature review finding of the internal and external stakeholders of:

- Employees
- Organisation
- Customers
- Investors
- Community
- Strategic partners.

Table 6.2 illustrates that the reported good corporate governance in terms of the King II and III guidelines was evident across these companies' annual reports in terms of the ethical and corporate citizenship, boards and directors, audit committees, risk, various legislative compliance, internal audit, stakeholder relationships and reporting (Appendix 2). A standard aspect of these annual reports was the financial aspect reflecting all the necessary annual financial results, ratios and comparisons to the previous past five years.

The findings from investigating these annual reports assisted with the design of the structure and content of the semi-structured interview guide (Appendices 3 and 4).

6.3.2 Qualitative data: Semi-structured interview guide

The themes that emerged from the literature and analysis of data from the company annual reports resulted in the design of the draft semi-structured interview guide. The interview guide was designed to explore the following themes (Appendices 3 and 4):

- Organisational leadership in general,
- Organisational leadership for South African organisations,
- Organisational Leadership Brand (OLB),
- Organisational leadership brand for South African organisations.

The interview guide was tested through an application to two respondents with the same characteristics as the target population of senior organisational leaders. The practical application and the content of the interview guide prompt questions were tested. This resulted in certain modifications to enhance the interview guide. The following changes were made:

1. The introduction section was modified not to disclose a view of organisational leadership, but to rather utilise this study's definition of organisational leadership as a broad frame of reference for the interviewer.
2. The second section referring to leadership of South African organisations included a further prompt: "what would you say are the building blocks for effective leadership of South African organisations?"
3. A final section to close off the interview was included to relate the subject matter to the interviewee's organisation:
"What are your views regarding your organisation's" (relate back to question prompts):
 - Organisational leadership?
 - Organisational leadership brand?

The initial core themes mentioned above remained as the core of the semi-structured interview guide with the more detailed prompt questions (Appendix 4).

6.4 FINDINGS FROM THE SEMI-STRUCTURED INTERVIEWS: THE EMERGING THEMES RELATING TO ORGANISATIONAL LEADERSHIP AND ORGANISATIONAL LEADERSHIP BRAND

The semi-structured interviews with senior managers of public listed South African organisations covered the following aspects relating to organisational leadership and organisational leadership brand:

- The general nature and role of organisational leadership,
- The nature and role of organisational leadership for South African organisations,
- The nature of the Organisational Leadership Brand (OLB) concept, and
- Organisational leadership brand concept for South African organisations

The detailed findings following the content analysis of each of the recorded and transcribed semi-structured interviews were tabulated and are reflected in Appendix 6. The following findings from the semi-structured interviews are structured according to the aspects relating to the concepts of organisational leadership and organisational leadership brand, as described above.

Following the content analysis of the data to identify the categories and sub-categories, the volume of data was further reduced to assist with a more detailed analysis of the data by establishing the recording of the frequency of sub-categories that existed across each of the individual interview's content. This resulted in a frequency count and ranking into two groups, for each of the sub-categories and was also expressed as a percentage. The frequency counts out of the 14 interviews were divided into two groupings to assist with the analysis of the sub-categories:

1. A frequency of 10 to 14 (70 to 100%)
2. A frequency of seven to nine (50 to 69,9%) out of the 14 interviews

A frequency count of six and below (less than 50%) of the 14 interviews was not considered to qualify to represent a sub-category. However, the aspects that were recorded in this lower frequency count (six and below) are reported at the end of each of the sub-sections of 6.4.1 and 6.4.2. This frequency count convention was applied across all the sub categories relating to organisational leadership and organisational leadership brand. For example: for the sub-category of "The CEO and senior leaders significantly impact an organisation's effectiveness",

the frequency counts across the total of the 14 interviews were 11 interviews that included this sub-category based on the coded interview content.

6.4.1 Findings: The general nature and role of organisational leadership, and the challenges, competencies, and stakeholders required of organisational leaders of public listed South African organisations

The first section of the interview focused on the general nature and role of organisational leadership: “what are your views regarding the nature and role of leadership within organisations-organisational leadership?” The following prompt questions were available to the interviewer:

- What is your view regarding leadership in organisations? (what do you understand by organisational leadership?)
- What is the nature of organisational leadership? (style; values; levels ?)
- Is leadership considered important and to what extent - why?
- What is the role of organisational leadership?
- What are the key challenges facing organisational leaders?
- What are the key competencies necessary for effective leadership of organisations?
- Who are the stakeholders of an organisation’s leadership?
- Any other views you may have on organisational leadership?

The qualitative content analysis of the interview data, according to Henning *et al.* (2004), Babbie and Mouton (200), and Tesch (1994) identified the categories and sub categories that emerged from the data across all the interviews. Thereafter, the frequency of categories that existed across each of the individual interview’s content was recorded and tabulated (Appendix 6). The analysis indicated the emergence of four core themes relating to the leadership in organisations generally and related to South African organisations, which are the:

1. General nature and role of organisational leadership,
2. Key challenges facing organisational leaders,
3. Key competencies required of organisational leaders,
4. Stakeholders of an organisations’ leadership.

6.4.1.1 *Theme one: Categories related to the general nature and role of organisational leadership*

The following are sample representative verbatim extracts of the interviewee comments relating to the general nature and role of organisational leadership: The findings suggest that the majority of responses indicate eight different sub-categories that best describe the nature and role of organisational leadership. The data relating to the concept of the general nature and role of organisational leadership results in the eight sub-categories listed below and accounted for 70 to 100%: a frequency of 10 to 14 out of the 14 interviews. Some verbatim comments are reflected below for each sub-category:

1. The CEO and senior leaders significantly impact an organisation's effectiveness:

... it is driven from the top to recognise change and for that change to be pushed through the various management levels and through the Exco and so on to make sure that the business is constantly aligned with what's happening in the market...;
... these guys (executive) go: "What direction do we go in from here?" because suddenly were rudderless almost because these key leaders have left...;
..But it was pretty much that they had what the CEO felt like at that time and that pretty much drove the leadership of the organisation..;
.. Since our new chief executive came in, and I'll give him a punt, everything in the sort of HR people realm has revolved around teamwork from his upper level management, it's all been about leadership, so he got this leadership, what he calls a leadership forum which is probably about a hundred and fifty people, of my sort of calibre, which is just under the executive level,..;
..the CEOs are really stepping up to the mark, and they seem to have been forcing that levels of work down correctly..;
... But also many CEOs are in position for short periods of time and so the derailers what are they, and why have that happened for situations that has transpired as a frequency of that.

The respondent interview contents indicate that the CEO and senior leadership are considered to exert considerable influence on the organisation's effectiveness through providing direction, driving change and setting the example for employees. It also appears that the CEO's need to be in place for a reasonable length of time to exert the influence, otherwise 'derailing' or compromising the organisation's effectiveness may occur due to a relatively short period of a person in the CEO role. These views are supported by the findings of Bennis (2007), Ford (2006), Goldsmith *et al.* (2003), Jaques and Clement (1994) and Rampersad (2009).

2. Leadership is required at all organisational levels:

...and leadership is not just at the top, so pretty much there are differences in organisations so in some organisations leadership is leadership flows across different levels;

... and that the organisation has the capacity to sustain itself because there's been a lot of effort in building it at all levels..;

... leadership is shared across different levels so it moves between levels and grades as well as departments, different situations so you can have a leadership role that spans departments and geographies at times..;

...and how do you build that leadership capability at all levels...;

The majority of respondents comments suggest that leadership of and in organisations should occur across all 'levels' encompassing the leadership of self through to the leadership of others in teams, across departments, regions, and to the leadership of the organisation. A more flexible and shared notion of leadership in organisations is suggested to deal with the different challenges and situations. The concept of organisational leadership encompassing leadership at all levels of the organisation is advocated by Bennis and Nanus (1997), Collins (2001), and Kaiser *et al.* (2008).

3. Organisational leadership comprises different levels of complexity:

..comprehend and work at a certain level of work. Now you remember stratified systems theories so I am just going to give you the short end to all of this..;

.. Level 4 and above is leadership but then there's leadership like this and then there's leadership like this and then there's leadership like this but there are elements of leadership throughout the organisation. But it is almost like you need a combination of levels...;

..I am not necessarily saying that you got to have level 5 and 6 levels of work for leaders because I think realistically that most organisations in South Africa don't operate much beyond the high 3 low 4. So do you really need a level 6 you know maybe for the X type thing and even X I don't believe is operating at a level 6 because level 6 would imply that...;

The respondent interview contents suggest that the leadership of organisations requires a combination of different levels of problem solving to deal with and cover the different levels of complexity challenges that comprise organisations. It is suggested that these different levels of complexity challenge form part of the role of the different levels of organisational leadership (Jaques & Clement, 1994).

4. Organisational leadership is values-based:

...it's a values organisation so that leadership is based largely on values so the values drive the way we behave the way we interact, the way we lead and the way we engage as colleges, and so forth;

... Values have played an important role in everything we do and how we lead people within the organisation and that influences the style so that the respect of others the value in diversity and the value in teamwork and all of those things are embedded in our values and enhance the leadership style within the organisation so my sense is that the values drive the leadership style as it were;

...talking about good leadership it is going to be leadership that is embedded on something and my strong view is values provide a good and solid foundation from which you can actually develop a leadership style and if you don't have good strong values then you can't hold leadership accountable in terms of how they behave and how they act because if you don't have a values bases approached then people could pretty much do what they feel like because they are not driven by a set of collective values that they will have to aspire to;

The majority of respondent's interview comments indicate the view that values form part of the foundation of quality leadership in organisations. It is suggested that the values of an individual leader and the collective values represented across an organisation's leaders influence the behaviour and style of the organisations leadership. This results in 'setting the tone' and providing boundaries in terms of acceptable behaviour in our interaction with others, through the values-based leadership behaviour for others/followers to behave appropriately (Cardona, 2000; Edid, 2004; Jaques & Clement, 1994; Goldsmith *et al.*, 2003; Gratton, 2011; McCall & Hollenbeck, 2002; Rampersad, 2009; Von Eck, 2007) .

5. Organisational leadership is characterised by leadership behaviour:

....and how do you translate that into behaviour that you see in the organisation..;

...values drive the way we behave the way we interact, the way we lead and the way we engage as colleagues, and so forth..;

...you cant hold leadership accountable in terms of how they behave and how they act because if you don't have a values bases approached then people could pretty much do what they feel like..;

Following on from the view of leadership needing to be values driven, and based on the respondents comments, leadership in organisations concerns the action aspect of what you see and hear the leaders do and/or say in their interactions with others-how they behave. The leaders' behaviour influences others through the example they set across the organisation in

terms of what behaviour is considered appropriate. The above views regarding the impact on others through the behaviour of leaders is advocated by Kets De Vries (2006), Cockerill *et al.* (1995), Collins (2001), Rampersad (2009) and Ulrich and Smallwood (2012).

6. Organisational leadership provides direction, guidance and strategic alignment:

leaders... how do you get direction, how do you create alignment across and outside the organisation, and how do you build commitment and how do you do that at all levels in the organisation...? ;
leadership...is about providing direction, is about providing guidance, is about providing an environment conducive for people to learn, is about..;
leadership... is really about pointing the organisation in the right direction..;

The majority of respondent's comments suggest that the leaders of organisations are expected to provide the way forward – the direction of the organisation in terms of its current and future business objectives. In so doing they need to align staff and the relevant external parties with this future direction of the organisation, and this clarity of direction in turn assists in building commitment amongst employees to the organisation's future objectives across the entire organisation. These views are supported by the findings of Bennis (2007), Jaques and Clement (1994), Rampersad (2009) and Ulrich and Smallwood (2012).

7. Organisational leadership provides vision and strategy:

.... It's about having vision and driving that vision long term but you have to deliver against it otherwise it means absolutely nothing...;
...Strategy ...must be able to set strategy and they must be able to define where we want to go over a period of time...;
...For me it is around saying what is the overall vision, mission, direction and scope of the organisation. What does this organisation have the ability and the capability to be in the future what is the scope what should we do what should we not do and the classic analogy of the sailor charge the direction of the ship and how they get there. It is not the telling it is the showing..;

The majority of respondents interviewed indicated that organisational leaders provide vision and strategy, which is closely aligned to and somewhat duplicates the sub-category six sub-concept about providing direction and alignment for the organisation. However, the comments above suggest that the formulation of the strategy and delivery of the strategy over time is required of

an organisation's leadership (Bennis & Nanus, 1997; Bennis, 2007; Collins, 2001; Fairholm & Fairholm, 2000; Graetz, 2000; Jaques & Clement, 1994; Rampersad, 2009; Ulrich & Smallwood, 2012; Von Eck, 2007).

8. Organisational leadership competence is considered of strategic importance and key to short term and sustainable success:

...it would be very difficult for organisations to survive without strong leadership,...;
.. you need to build for your organisation, so that it is relevant in the global context...;
... and that the organisation has the leadership capacity to sustain itself...;
...I think that leadership is important, in organisations because at the end of the day, because my view is that if an organisation succeeds or fails you need to start by looking at the leadership, the quality, the passion that the leadership has..;
.. From my perspective leadership is the most important aspect..; build the organisation...;
...capabilities that you need to build for your organisation, so that it is relevant in the global context..;

The majority of respondents interview extracts suggest that in order for organisations to be successful into the future they need to ensure that the leadership competence (local and global competence) receives ongoing attention. This investment in the ongoing development of leadership competence across the organisation should assist with sustaining organisational success (Avolio, 2007; Bennis & Nanus, 1997; Bennis, 2007; Burgone *et al.*, 1991; Kets De Vries, 2006; Cockerill *et al.*, 1995; Howard & Wellins, 2009).

The above eight sub-categories are complemented by a further majority of responses indicating data relating to the concept of the general nature and role of organisational leadership, which results in a further 10 sub-categories accounted for 50 to 69,9%: a frequency of seven to nine out of the 14 interviews. The sampled verbatim comments are reflected below for each sub-category.

1. Organisational leadership includes personal-Individual leadership:

...start acknowledging that there's other stuff that in actual fact gives me that financial result....that's enormous shift in mindset, and that to me, and I am talking to much now, that to me is organisation leadership..;
--

.. what do I have to shift in my own behaviour in my own make-up in my own style..;
..we don't have role titles here, its, your credibility, competence that matters...;

..you always start with the person himself, kind of what is his own inherent make-up and that goes down to does he have the intellectual ability..;

The respondent interview comments suggest that organisational leadership starts with and is partly a function of the quality of the individual leaders across an organisation. It is not about the title, but rather the credibility you have as a leader based on a person's behaviour and overall competence. The view that effective personal leadership is a key foundation to building organisational leadership is supported by Rampersad (2009), Collins (2001), Kets De Vries (2006); and Ulrich and Smallwood (2012).

2. Organisational leadership is affected by the situational context:

...but he understands how does he gets the best out of people in the situation that he finds himself..;

..You got to have enough environmental scanning to understanding what's happening in the environment, what impact it has on your business, you got to have good systems then, you got to understand how the different components of your business hang together, what the drivers are, what the dynamics are..;

..if you don't understand the context in which he is trying to apply leadership,..;

The interview comments suggest that organisational leaders are impacted by the different situations they are confronted with. They need to assess and consider the various situational contexts as these may require a different and/or modified set of actions and behaviour to assist with successful resolution and leadership of the organisation (Avolio, 2007; Groothof, 2007; Haker & Sharma, 2000; McCall & Hollenbeck, 2002; Schultz *et al.*, 2003; Tannenbaum & Schmidt, 1958; Tirmizi, 2002; Vroom & Jago 2007).

3. Organisational leaders shape organisational culture:

The leadership...So I think you can't plan without focusing on the culture internally..;

...Culture has been a fundamental driver of outcome, and culture can be designed for output and it can be designed for results....through its leadership;

...but I also think that it also talks to the culture of the organisation so organisation leadership impacts, but is also influenced by the culture of the organisation..;

..but under what we call people in culture, that is one of our main thrusts from a business point of view, a strategy point of view, etc, etc, we continue to look at ways of enhancing the, or making it better for our people to work here giving them, and you know, being an international company, things like teamwork and things like you know, ethically how you do things, etc. etc, is very important..;

As suggested by the respondent's interview content, the leaders in organisation's impact and influence the culture of an organisation and in turn are themselves influenced by the organisation's culture. It is also suggested that leaders can design or modify the culture of the organisation to deliver on the organisation's strategic objectives (Cangemi & Miller, 2007; Bennis, 2007; House *et al.*, 2004; Goleman, 2000; Jaques & Clement, 1994; Kets De Vries, 2006; Xenikou & Simosi, 2006).

4. Organisational leadership involves leadership style:

...but also recognising when you need to be following when somebody else within the team has the ability to lead..;

...our values and enhances the leadership style within the organisation so my sense is that the values drive the leadership style..;

...So leadership is not based on grades or levels or seniority as it were so my sense is that if there is a person in the team that can best lead a particular project or a particular task, who ever is supposedly the natural leader of the team should have the mental awareness as to when to step back and give the freedom for others to lead...;

...we are a matrix organisation, because we collaborate, we put people together and we expect somebody to take some leadership in and across functional teams..;

The respondent interview extracts suggest that the concept of leadership style forms part of the leadership of organisations. The comments indicate a relative preference for a values driven and flexible-shared style of leadership to cater for the different situations and challenges that confront organisational leaders (Bakerman, 2001; Bennis & Nanus, 1997; Collins, 2001; Ernsberger, 2000; Kets De Vries, 2006; Goleman *et al.*, 2001; Hawkins, 2011; Mbigi, 2005).

5. Organisational leadership includes leading by example:

... So for me leadership is about being at the forefront when you need to be..; and as a leader it is my mind that you need to command respect..;

...leaders need to show, demonstrate the way...do what I do and not rely on do as I say...;

...its down to these guys actually thinking on their feet, and being prepared to lead by example..;

..I understand that leadership this day is really defined on personalities and passion of people on the ground. I wasn't referring to that I was referring to the visual leadership. I think in terms of leadership of people on the ground they're not given the opportunity to come to play..;

Setting an example to others in terms of demonstrating certain actions – behaviour in the organisation is considered as a requirement for organisational leaders to build credibility, as based on the respondent interview comments (Avolio, 2007; Bennis, 2007; Cangemi & Miller, 2007; Kets De Vries, 2006).

6. Organisational leadership involves team leadership:

..I also recognise the importance of the leadership team and the role it plays in the success or otherwise of the business..;

..but it is just as important for my immediate team to be really effective. So yes, I see myself as a leader but I also recognise the importance of the leadership team and the role it plays in the success or otherwise of the business..;

..we share leadership within our own executive team...it is key for or business success;

The role and synergy of all the individual leaders that make up the leadership team is suggested as an important consideration for the overall success of the business (Bennis, 2007; Cockerill *et al.*, 1995; Fairholm & Fairholm, 2000; Gratton, 2011; House *et al.*, 2004; Jaques & Clement, 1994; Sternberg, 2007).

7. Organisational leadership involves motivating and influencing others:

...how do we use the leadership status given to us at that particular point in time to actually influence positively across the board not just in our little teams..;

..that you not only influence the direction of the industry nationally but that you influence the direction of the industry internationally and that you start influencing internationally..;

..the rate of change now is exponential, and when we say exponential I am saying the rate of change is that, within days if not hours your entire parallel could shift.;... having the interpersonal skills that allows you to convert people into followers..;

The respondent's interview content suggest that the leaders of organisations are required to engage with, motivate and influence others both inside (employees) and outside (stakeholders)

the organisation on an ongoing basis. This is partly due to the exponential rate of change that impacts on business and the success or otherwise of organisations (Bass, 1981; Bennis, 2007; Goldsmith *et al.*, 2003; Graetz, 2000; Ulrich & Smallwood, 2012; Van Vugt *et al.*, 2008).

8. Organisational leadership involves empowering others:

..providing an environment conducive for people to learn is about providing an environment conducive for people to grow, develop and grow..;
..and to empower the people that make things happen to make them happen, to make those changes..;
.. how do you build commitment and how do you do that at all levels in the organisation...;

This sub-category is linked to the influencing requirement of leaders from sub-category seven and focuses more inside the organisation in terms of leaders engaging with others and creating the environment conducive for people to be motivated and committed through the opportunities for growth, development and empowerment (Bennis, 2007; Cardona, 2000; Dufficy, 1998; Goldsmith *et al.* 2003; Jaques & Clement, 1994; Johnson, 1995; Morakul & Wu, 2001; Sanders *et al.*, 2003; Spears, 2002; Ulrich & Smallwood, 2012; Van Vugt *et al.*, 2008).

9. Organisational leadership involves the initiation and driving of change:

..To me over here the rate of change in incremental..exponential...;
..that thrives on constant ambiguity, that wants to drive change, that wants ..So you find that your old solutions to problems do not work anymore because the present environment which is the external environment has changed significantly to be the initiator of change,..;
..the finding that I actually got was that to manage during turbulence and to manage post recession you can do a whole list of things..;

The respondent's interview content suggests that organisational leaders are faced with exponential change and ambiguity. It is suggested that organisational leaders are required to initiate and drive change, and they need to be comfortable with the ambiguity that accompanies ongoing change (Khoza, 2006; Mbigi, 2005; Bass, 1981; Edwards *et al.*, 2002; Drew & Smith, 1995; Graetz, 2000; Ulrich & Smallwood, 2012; Wright & Thompsen, 1997).

10. Organisational leadership is concerned with authentic leadership behaviour-being real, true to oneself and others:

...I mean if you talk about a leader with I mean he is obviously charismatic but he can change his style from one moment to the next moment but I call it authenticity.. it's very well grounded around his principles..;

... It's about being real not being arrogant respecting each other and being a team member..;

...that we have to practice what we preach and leadership pretty much kind of leads the way in that and the way we engage with individual subordinates groups of subordinates and external and internal teams and so forth, honestly being true to oneself, say it like it is, you know we have to exhibit those values in everything we do and hence the relationship is actually received quite positively....;

The respondent interview content suggests that a possible contributor to effective organisational leadership includes the leaders' behaviour being real and values-principled driven. This appears to assist with establishing credibility in the eyes of others that the leader needs to work with, in the organisation (Collins, 2001; Cardona, 2000; Kets De Vries, 2006; Gratton, 2011; Rampersad, 2009).

In addition to the above majority of responses, a smaller number of responses indicated that the nature of organisational leadership needed to incorporate the following aspects:

1. Both the management and leadership aspects of organisations (four interviewees). The interview extracts below indicate this aspect:

.....and a lot of companies function very effectively in this range but leadership, and this is what I would call management, sitting here at a high 3 is your really strong managers. You need to have all of those skills, but if you look at leadership, I think leadership goes several steps beyond that, because the minute you go in here the rate of change now is exponential;

...as an individual wanted to now polish up on those skills, how that would change you into from being a good manager into a paradigm shift that says that you are both a good manager and a good leader, because it is qualitatively different and that is not using the levels of work,... It's not more of the same it's not twenty percent more of what you did as a good manager. Leadership is qualitatively different, it uses the foundation good management skills because if you don't understand realistically how all the different components of your business work, if you don't understand how the production works, and how the logistics work, and how the sales work, and how the human resources work, and how the finances work, you are going to take some very wrong decisions as a leader.;

...But why have many leadership programs failed to develop leaders? If you take my definition as leadership, is the layer on top of the good management skills that allows this organisation to transcend itself into going into a new paradigm....;

The perspective expressed by these respondents regarding the concepts of management and leadership needing to be integrated and interdependent as part of the concept of organisational leadership is supported by the views of Avolio (2007), Jaques (1994), Kotter (1990a;b) and Prewitt (2004).

2. Leaders need to understand and/or invent new leadership frameworks (four interviewees)

..... I think there is an understanding of the concepts that I explained to you before, there is an understanding that this is not a training course, so yes, we've got a handful of competencies, and it's really a handful of competencies if you looking at building for leadership..you need to rethink what leadership is and means for the company..you need a new thinking of what leadership is for the company.....;

. there are 'thousands' of models of leadership. I a lot of the models that we have are too academic and what I've seen, I'm just doing some research, because we've just done a really involved process to arrive at differentiated leadership model and leadership development model going forward for the company...;

... and quickly what we then got out of this is that leadership is probably the most fundamental piece to start shifting exactly that transformation phase. And it's not by nature of people in positions that we perceive as leadership. What is our leadership approach... in questioning and driving this because in our organisations there are people that have titles, which entitle them to be a leader, whether they do it or don't do it is different.... a whole list of these exact fundamentals that's based on our notion of leadership over many, many years. So I think many people are going to get challenged around new leadership models, the academics and a whole list of people who's going to try and solve this..

Some respondents expressed the view that leaders need to understand and/or invent new leadership frameworks as a necessary part of the process to finding the appropriate leadership approach to suit their organisation. The search to rethink leadership towards a more integrated approach to leadership in modern day organisations is advocated by Avolio (2007); Bennis (2007), Kets De Vries (2006), and Sternberg (2007).

To summarise this section, based on the majority of responses, the following one to eight sub-categories emerged as related to the general nature and role of organisational leadership are accounted for by 70 to 100%, a frequency of 10 to 14 out of the 14 interviews, and themes nine to 18 accounted for by 50 to 69,9%, a frequency of seven to nine out of the 14 interviews:

1. The CEO and senior leaders significantly impact an organisation's effectiveness.
2. Leadership is required at all organisational levels.
3. Organisational leadership comprises different levels of complexity.
4. Organisational leadership is values-based.
5. Organisational leadership is characterised by leadership behaviour.

6. Organisational leadership provides direction, guidance and strategic alignment.
7. Organisational leadership provides vision and strategy.
8. Organisational leadership competence is considered of strategic importance and key to short and longer term sustainable success.
9. Organisational leadership includes personal-Individual leadership.
10. Organisational leadership is affected by the situational-context.
11. Organisational leaders shape organisational culture.
12. Organisational leadership involves leadership style.
13. Organisational leadership includes leading by example.
14. Organisational leadership involves team leadership.
15. Organisational leadership involves motivating and influencing others.
16. Organisational leadership involves empowering others.
17. Organisational leadership involves the initiation and driving of change.
18. Organisational leadership is concerned with authentic leadership behaviour-being real, true to oneself and to others.

Based on the semi-structured interviews, the 18 identified sub-categories comprise the general nature and role of organisational leadership. Furthermore the aspects indicated from a smaller number of respondents suggested that consideration also be given to firstly, the concepts of management and leadership requiring integration and interdependence as part of the concept of organisational leadership, and secondly, leaders need to understand and/or invent new leadership frameworks as a necessary part of the process to finding the appropriate leadership approach to suit their organisation.

These 18 sub-categories and the above two aspects identified by the smaller number of respondent's, support the conceptualisation (refer below) of organisational leadership, based on the literature review, for this study:

“the cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, and sustaining leadership capacity, to achieve results” (Appendix 1: the summary of organisational leadership references).

In addition to the above conceptualisation of organisational leadership, a sub-category emerged from the semi-structured interviews indicating the importance of the impact that the organisation's CEO and senior leadership has on an organisation's effectiveness and in shaping the organisational culture.

6.4.1.2 Theme two: Categories related to the key challenges facing organisational leaders of South African organisations

The data from the majority of respondents relating to the concept of the key challenges facing organisational leaders (general) results in a single sub-category accounting for 70 to 100%; a frequency of 10 to 14 out of the 14 interviews. The verbatim comments are reflected as follows for each sub-category:

1. The complex, fast-changing global/local context/environment; understanding the impact of global economics on sustainability:

<p>...a key challenge would be around how fast the world is actually moving and the complexity that they face with, also again, working across global organisations, having that ability to have a global mindset, and building that for this capacity..;</p>
<p>... I would say is the ability to work in a challenging local and global environment. To challenge oneself to also operate in this challenging context..;</p>
<p>...you also facing the impacts of globalisation, because you know, everybody keeps saying that the gold price is going up, so surely your margin is going up, but that is not what happens. What happens is you have the impact of global oil prices, you have...;</p>
<p>.. So the impact of globalisation, if you talk about the complexity issues, is impacting businesses, so the whole business of management, is miles more complicated than it used to be..;</p>
<p>...At the moment I think that the key challenge is the economic challenge. We face a very volatile world economy where, you know history isn't a good indication of what's going to happen, so you know the period we are in, are we are at the bottom of the cycle, is it a W, is the whole thing going to...</p>

The respondent interview contents suggests that organisational leaders need to find solutions in a continuously and rapidly changing global and local context characterised by many complex and in many instances uncontrollable variables, particularly related to the economics of the world. This suggests an environment for business where leaders should have contingencies to

assist deal with the unexpected (Avolio, 2007; Bennis, 2007; Kets De Vries, 2006; Lombardo & Eichinger, 2003; Sternberg, 2007; Terrell, 2011).

The data relating to the category of the key challenges facing organisational leaders (general) results in the two sub-categories accounting for 50 to 69,9 %: a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected below for each sub-category:

1. Talent management, particularly talent retention:

....Retaining good leaders I think is a massive challenge because in the South African context and I am not taking race or creed into account there is a very small pool of very good or acknowledged very good leaders and unfortunately they get pinched you go into the bigger markets of Europe and the States we have a much wider range of good quality people the mobility is not quite as obvious as it is I think in the South African context..;

.. think the real challenge for government and business make no mistake I am not saying it is government only that need to do this because it has to be done in a collateral way through big business combined with governments to figure out a scheme like almost setting up a university like a X or something like that where we can say identify the potential leaders from the community and we can put them through a process and gradually infiltrate business with those people but not force them to have rating or ranking at any particular level..;

.. I mean some of the stats that I read was there is only 10% of university graduates who actually go work for blue chip companies since 2002. 10% because the leadership style is still army style leadership and these guys want freedom flexibility and all those things and are we geared to house that type of worker as organisations and leaders? That is the question we need to ask ourselves..;

...at the moment we have a great talent management strategy and we conduct talent forums so we now where our talent is and who our talent are and we've put very I think grand plans in terms of how we want to keep those people but there's invariably never any money because that's part of the equation as well how do you pay people competitive salaries. There's also almost like a lack of will at senior leadership level to make this really work...;

The respondents interview content suggest that organisational leaders are faced with the challenge of attracting, developing and retaining talent across the organisation in a competitive global world for talent (Barrow & Mosely, 2005; Deloitte, 2011; Van Der Merwe & Verwey, 2007). It is also suggested that the profile of the newer generation of talent emerging from tertiary institutions require a leadership style that is more accommodating and empowering (Codrington & Grant-Marshall, 2005; Deloitte, 2011).

2. Managing the complex mix of stakeholders:

...I think networking, even at all levels in the organisation is becoming more and more important from a leadership point of view...to manage stakeholders;

...influencing the stakeholders in a way that will be enduring and that will be long term in the sense that we are not influencing people with things that will be obsolete by the time we get there. So I think kind of that is the bigger challenge of leadership now in terms of how we should be dealing with the world that is around us..;

.. there is a rate of change, there is complexity. There is a complexity in the number of stakeholders that you need to manage that was not in business previously..;

.. then you have the challenges of the stakeholders....

The interview extracts suggest that organisational leaders are faced with the challenge to manage the increased number and mix of stakeholders that in some way impact the organisation. It appears that as the world continues to change and increase in complexity there is an increased focus on the requirement of organisational leaders to manage stakeholders (Conklin, 2011; Kets De Vries, 2006; Freeman & McVea, 2001; Goldsmith *et al.*, 2003; Ulrich & Smallwood, 2007; 2012; Svendsen, 1998).

The data from the majority of respondents relating to the concept of the additional challenges facing South African organisational leaders results in the four sub-categories, accounting for 70 to 100%: a frequency of 10 to 14 out of the 14 interviews. Some verbatim comments are reflected below:

1. The increased complexity of globalisation on managing South African organisations:

..South Africa need to do a bit more of that..factual, logical, rational thinking to tackle the local-global challenges..;

...I think it's still about adapting to changing circumstances, South Africa's been through a lot of change and transformation that's happened, but you still get that sense of, the world keeps moving on and that's exactly quite an important factor in South Africa..;

...That piece around how do you raise the bar when you are operating in a global context are one of the implications of South Africa when you are working globally..;

.. I think the first one would be around the shift in the basis of competition, how the business model may have changed as a result of what happened last year, I love the quote from the, the Financial Times, "It would be a shame to waste a good crisis" ..;

The interview content suggests that leaders of South African organisations need to be aware of and prepared for the impact of operating in an increasingly global environment. It is suggested that local organisational leaders are faced with the challenge of being connected globally to

access information and business related developments to be able to be proactive, to innovate and/or respond rapidly (Ilbury & Sunter, 2001, 2007).

2. Ongoing organisational transformation:

...around leadership in this country is do we have enough leadership capacity and if we don't are we creating the environment to create enough leadership capacity and creating that leadership capacity...;

.. These day's things tend to change pretty much every minute, every second, so it is kind of how do we... create systems processes and guidelines and all those things that they might not need when they are done. By the time we've packaged it and it is nice and bound, would it work? Are we simplifying enough? Are we getting to the point where we are as adaptable as the environment is from a change point of view. Big, big issue..;

.. I think our competitive advantage issues have changed, we need to be clear about what is our competitive advantage, I think it's a challenge, we're not talking about what would make us an industry leader, and I think there is shifts in the basis of the competition, and they speak directly to the kind of work that we do, but you ask very good organisation... continuous improvement, change..;

It appears, based on the interview contents, that South African organisational leaders' are faced with the challenge of ongoing transformation, in a continuously changing context, to stay ahead of the competition (Ilbury & Sunter, 2001, 2007). Furthermore, the ongoing transformation appears to involve the ongoing development of leadership capacity; the creation of flexible and adaptable and/or new systems and processes to assist with continuous improvement (Bennis & Nanus, 1997; Boyatzis, 2001; Kets De Vries, 2006; Howard & Wellins, 2009; Jaques & Clement, 1994; Goleman, 2001).

3. The impact of affirmative action:

...We also have a big problem with emigration where a lot of the senior people the key people the leaders we look to help us develop the youngsters that are coming through are leaving simply because life here is perhaps not as great as it used to be for them or they've had a situation where they felt they needed to get out..partly impacted by affirmative action.. So we're losing the very people that we should be trying to keep..;

...you bring in senior people at over inflated packages simply because of the colour of their skin not because they are a true leader or they fit the culture of the organisation or they have anything of tangible value to add to any of the stakeholders. And the challenge for government at the moment is going to be how they create an environment where we can nurture and grow people of colour in a manner in which evolution is brought..;

...and you've got affirmative action pressures so what you are doing is you are promoting people who do not have the skills. They don't have the skills they don't have the levels of work but you're promoting them any way because what you are doing is your taking what you got and

picking the best out of that bunch and you're promoting them..;

Refer below for commentary on the sub-categories three and four.

4. The impact of Black Economic Empowerment (BEE):

...worry about like BEE, codes of good practice, employee equity, all those things have a huge bedding on organisations in South Africa and how leadership engages with them..;

... It has to be BEE. I think BEE is an absolute necessity if this country is going to continue to grow and mature as an economic power...;

.. once again that you and I deal with a lot, is how do we get our workforce to be similar to the demographics of the country. And I am not talking about paying lip service to affirmative action, I am saying I we are selling fifty percent of our product or service into the black market, into the Indian market, or into the coloured market in Cape Town, is our company reflective of that..;

The interview content from sub-categories three and four are related to the history of South Africa and the need for organisational leaders to deal with the affirmative action and Black Economic Empowerment (BEE) challenge. It appears that organisational leaders need to find solutions to developing and advancing previously disadvantaged people whilst ensuring competence of the leadership and staff is not compromised. The South African context requires BEE investment as indicated in the legislation relating to BEE levels. The challenge for local organisational leaders appears to be the alignment and balancing of the need for meeting BEE requirements with the business success factors to assist in sustaining competitiveness (Berkowitz, 2012; Department of Trade and Industry, 2012).

The data relating to the category of the additional challenges facing South African organisational leaders results in the four sub-categories accounted for 50 to 69,9% : a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected below:

1. The requirement for good governance:

...Governance issues I think it is king1 king2 king3 old as the world come are we as leaders engaging with them in a positive way. Once again is governance the way we do business or is it kind of a regulatory necessity or enforcement of some sort so I think we've seen multiple examples of people at leadership positions in organisations that have neglected the governance imperatives and have made decisions that or mistakes that were not expected at that level because they chosen not to follow governance protocol within their organisation..;....king III and

the like...

..because governance is not just about leaders but it is also about the theorisation that everybody understands what governance means to them and what value it brings to the world. So I think that is for me the second biggest thing in South Africa. Governance is big or the lack of it..;

.. legal restrictions on what they could throw into rivers and what they could do you know in terms of pollution and contamination and all of those good things and they tried to stay within those legal norms...;

The respondent interview contents indicate that local organisational leaders are required to adopt good governance practices as provided for in the public listed company legislation and the governance guidelines such as King III. There appears to be recognition of the importance of this challenge and the need to find solutions to stay within what is legally required and possibly also the pressures brought by societies as good governance (South African companies act, 2009; King III, 2009).

2. Diversity management:

...the population is getting younger, and younger do we understand as the current group of leadership, do we understand the challenges that we are faced with in terms of the new generation worker, do we understand the different demands they place on us as leaders do we understand the new demands they place on organisations, in terms of how we change things..;

... but diversity based on a range of things, diversity based on ability or disability, diversity based on education or no education diversity based on culture, religion, you know all those things. So as leaders we need to understand what we need to acknowledge and celebrate diversity as leaders but we also need to understand the role it plays within organisations and we need to see how we harness the diversity..;

... acknowledging and celebrating the diversity and finding ways of actually making diversity working for their organisation. South Africa is a diverse country much more diverse than most and we need to understand that as leaders and actually work with it...;

These respondent interview contents suggest that South African organisational leaders need to consider the broader impact and the opportunities of diversity as part of their leadership challenge. A positive orientation of diversity is suggested where leaders should discover the strength and synergy that diversity brings to organisations. Diversity is viewed as the broad spectrum of unique differences that the employees may reflect in an organisation such as gender, race, religion, education, and the changing workforce generational profiles (Cilliers & May, 2002; Cilliers, 2007; Codrington, 2008; Human, 2005; Pretorius *et al.*, 2012).

3. Managing through state legislation and regulation:

...irrespective of colour it should come naturally and so I think the structure of leadership in this country is that there is a lot of people at the bottom that are not nurtured enough to be moved up the ladder as part of the leadership contingent if I may call it so. ...;

and it shouldn't be legislation enforced but it should be how we do business as corporates in this country...;

... In our industry keeping the regulators happy is a real challenge and keeping the regulators happy isn't a case of going to go meet with them once a month it's about how one responds to the demands that they put on us ..;

The interview comments suggest that South African organisational leaders need to work through the challenges of local state imposed legislation such as affirmative action and the industry specific regulators (International finance corporation-IFC, World Bank, 2012; World Bank, 2009, 2010). It is apparent that leaders need to respond proactively and quickly to the demands of regulators.

4. Managing the impact of the legacy of South African history:

...I mean you've got constraints here with the nature of society with the history of apartheid with the legacy of the past which add additional complexity....

...In South Africa our history there is a complexity in the over laying issues I guess of historic differences and BEE requirements and you've got to try and do the right thing by the law and on a moral basis that's all...;

... just turns into renewed discrimination where you just got a new bunch of people that are being discriminated against then we've done the wrong thing but there certainly is an inequality past inequality that needs to be righted. So there's no answer to it but it's something you need to continue grappling with...;

The respondent interview contents relating to the legacy of South African history, are linked with sub-categories three (affirmative action) and four (BEE) from the previous section regarding challenges facing South African organisational leaders. The suggested focus of the above views is on the challenge for organisational leaders to work with and through the societal and psychological impact of South Africa's past regarding the discrimination of people (Cilliers & May, 2002; Cilliers, 2007).

A single respondent also indicated the lack of quality of boards of directors was viewed as a challenge for leaders of South African organisations.

.... On boards of directors: it's one of the findings I found already in my own research that very few boards of directors have done anything to change or amend their strategies as a result of the crisis..... and I am not just talking about the political environment, I am also talking about the corporate environment, you ask yourself are these guys really operating with integrity....across SA there are relatively weak boards of directors without the full mix of competence required...and too few good board members to go around for the corporate environment...

These comments suggest that leaders of South African organisations also need to be cognisant of the role and composition of the board of directors, and to adopt the appropriate strategies to influence members of the board constructively (Institute of Directors of South Africa-IODSA, 2011).

The preceding analysis of the data identified the challenges for leaders of South African organisations, which are summarised as follows:

1. The complex, fast-changing global/local context/environment, and understanding the impact of global economics on sustainability
2. Talent management, particularly talent retention
3. Managing the complex mix of stakeholders
4. The increased complexity of globalisation on managing South African organisations
5. Ongoing organisational transformation
6. The impact of affirmative action
7. The impact of Black Economic Empowerment (BEE)
8. The requirement for good governance
9. Diversity management
10. Managing through state legislation and regulation
11. Managing the impact of the legacy of South African history.

The sub-categories regarding the challenges facing organisational leaders, focuses on understanding the complex, fast-changing global/local context/environment, the challenge of talent management, and the management of an increasingly complex mix of stakeholders. The

focus on organisational stakeholders, both internal and external emerged as part of understanding the nature of organisational leadership and also with the regard to the challenges facing organisational leaders. Stakeholder management is, therefore, emerging as an important concept theme within the context of understanding organisational leadership and organisational leadership brand.

In addition and particularly for leaders of South African organisations the challenges emerging from the semi-structured interviews are: dealing with the requirement of ongoing transformation, the challenges of affirmative action and Black Economic Empowerment (BEE); diversity management; the legacy of South African history regarding the oppression of its people; state legislation and regulation; and the requirement for good governance.

The findings from the interviews relating to the challenges facing Leaders of South African organisations indicate alignment with the literature review findings of the 2010 and 2011 Global Competitiveness reports and the dimensions considered also to have a significant impact on the leaders of South African organisations, namely: the availability of local talent and the skills shortage; the changing pattern and increased movement of human capital-labour migration; and the implications of local politics.

The challenges for leaders of South African organisations appear to be aligned with the literature study findings with the exception of the challenge of the impact of the Human Immunodeficiency Virus (HIV)/Acquired Immune Deficiency Syndrome (Aids). This aspect was not highlighted by the sample of interviewed senior organisational leaders as one of the challenges for South African organisational leaders. However, the Chapter 2 literature findings relating to the context for leaders of South African organisations highlighted the HIV AIDS issue, and the data from the company annual reports indicated that part of South African organisation's CSR investment included a focus on the aspect of HIV AIDS.

Based on the themes emerging from the semi-structured interviews, it appears that South African organisational leaders face the typical challenges of global 21st century organisational leaders and the additional challenges particular to the South African context. The qualitative findings of the semi-structured interviews regarding the nature of organisational leadership as relating to the general nature and role and the challenges facing leaders of South African organisations provides useful perspective to the findings of the competencies required of organisational leaders in the next section.

6.4.1.3 Theme three: Categories related to the key competencies required of organisational leaders of South African organisations

The data from the majority of respondents relating to the category of the key competencies required by organisational leaders results in nine sub-categories accounting for 70 to 100%: a frequency of 10 to 14 out of the 14 interviews; Some verbatim comments are reflected below:

1. Self-awareness and self-insight:

...has always been the whole self-awareness, I mean you need to be aware of you, you need to be aware what you need, what you like and don't like, what you prefer and what you don't prefer, because if you understand yourself as an individual it becomes easier to interrelate with others. So the whole intra thing is I think from a leadership point of view is quite important that if you don't understand you, and you don't understand what makes you tick, what doesn't, if you don't understand what gets you going, what doesn't, what gets your blood boiling, what doesn't an all those things, how do you then expect to lead a group of diverse individuals, who will challenge you on different fronts and challenge that inner you that you don't understand..;

...you got to start with yourself and make sure that you are personally competent and make sure that you are in a good space and mentally and then certainly be able to...;

... for me it's about making sure that you're at the right sort of state of mind to be a leader, and that's the biggest challenge... in your personal life, that you are leading yourself properly, and I think that's what make good leaders, in fact, and that's where it starts..;

The respondent interview contents indicates that effective leaders of and within organisations starts with the personal leadership of competently dealing with the practical aspects of one's personal life, and self-awareness, insight and understanding about one's personal 'make-up' (intra-personal insight). It is suggested that this self-insight assists with improved understanding of the 'make-up' of other people and interpersonal engagement with diversity of people (Cockerill *et al.*, 1995; Collins, 2001; Kets De Vries, 2006; Rampersad, 2009; Saunders, 2007; Terrell, 2011; Ulrich & Smallwood, 2012; Von Eck, 2007).

2. The ability to make sense of a complex environment:

...when you can understand and make a complex situation and simplify it....the ability to be able to solve issues...;

...I think given how fast the world is actually moving and the complexity that they face with also again working across global organisations having that ability to have a global mindset...;

... you know go out and have developments what is and understanding the business context and broader global environmental context political context that you work in and how do we reflect back

..It's now ever increasingly more ambiguous and you have to be able to cut through the noise and start hitting the buttons which are not buttons which you in actual fact can necessarily get in theories any more..;

3. Strategic and innovative thinking to formulate solutions:

...big piece around strategic orientation in terms of leaders given, if I think back again, I think in terms of X and you think about well what kind of industry or company are you going to be in the next twenty years..;

..having the leaders who can think much more broadly and long term about where the organisation would be in that period of time and how do you translate that...;

... do we have people that are truly business minded and are commercially investing teams do actually see the big picture, execution is a big driver and making sure that there is accountability for delivery but equally we include this in innovation...;

The interview content from competencies sub-categories two and three above are closely linked regarding the requirement for organisational leaders to demonstrate sound problem solving competence. It is suggested that this includes understanding the complex global and local context and the possible practical implications for an organisation. This contextual understanding assists by providing the foundation for the strategic and innovative thinking required of leaders to enable business solutions that assist in sustaining the long term success of the organisation (Bennis, 2007; Boyatzis, 1982, 2001; Cockerill *et al.*, 1995; Jaques & Clement, 1994; Lombardo & Eichinger, 2003, Terrell, 2011; Van Der Merwe & Verwey, 2007).

4. Influencing and impacting others:

..it's very important to actually love your business, you know, so you need to have a passion for it..;

... when you are a great communicator and you can inspire people beyond just spelling out what the goals and objectives are I think it puts you on a different level and when you can inspire your team, I mean there are not too many leaders that can actually inspire their teams to create high levels of performance, inspire them so that they actually deliver, you know, exceptional results and they are motivated...;

.. And then importantly is how... do you motivate and take people along with you..;

The respondent interview sample comments suggest that organisational leaders are required to demonstrate competence in impacting and influencing others, particularly employees. It is suggested that this involves excellent communication, demonstrating one's passion for the business and can assist, inspire and motivate employees and teams to raise their levels of performance (Terrell, 2011; Ulrich & Smallwood, 2012; Van Der Merwe & Verwey, 2007).

5. Values-based and behaviour alignment (includes the Ubuntu theme for South Africa):

.. I think honesty and integrity. Integrity is key. You've got to do the right thing you got to... and that's not clear it's often not clear not black or white and you got to demonstrate to everybody under all circumstances that you do the right thing and I think that this takes us back to the values the demonstration of values..accountability and responsibility are key as well..;

..I think that South Africa seems to in my experience operate along the lines of there's sort of an element sort of a soul kind of element in how they do business. You know I bring the element of collaboration to it and give a lot more of yourself to it..;

...and South Africa is bound to be more focussed on I guess that whole concept of Ubuntu that you see a bit more of...;

From the respondent interview content it appears that organisational leaders need to demonstrate, through their behaviour, that they are values driven, i.e. they stand up for what is considered as the 'right thing to do'. Honesty, integrity and what is described as the 'soul aspect' linked to the concept of Ubuntu, are suggested as values that leaders need to demonstrate in the way they conduct business (Cardona, 2000; Edid, 2004; Jaques & Clement, 1994; Goldsmith *et al.*, 2003; Gratton, 2011; Khoza, 2006; McCall & Hollenbeck, 2002; Mbigi, 2005; Rampersad, 2009; Terrell, 2011).

6. Change initiation; adaption and flexibility:

... I think it's still about adapting to changing circumstances, South Africa's been through a lot of change and transformation that's happened, but you still get that sense of, the world keeps moving on and that's exactly quite an important factor in South Africa..;

... move the focus I think from production to I think stronger focus on commercial awareness and being more customer orientated is a big issue that leaders face. So it's a whole internal versus external focus..;

... the abilities to adapt to changing circumstances and issues around that, what do we need to be doing from a leadership perspective... You need somebody also who can deal with change and who is adaptable, especially in the climate that we're talking about...;

..is the ability to operate in an ever changing environment and it's not about just being flexible and going with the flow, but it's adapting your own style and your own abilities and your skills and a whole list of stuff, proactively within an ever changing environment..;

The interview contents include a focus on the requirement for organisational leaders to be the initiators of change in an ever changing environment, i.e. to be viewed as competent change leaders. It is suggested that this includes being personally flexible and adaptable to changing oneself in terms of general outlook on life, abilities, skills and style of leadership (Bass,1981; Edwards *et al.*, 2002; Drew & Smith,1995; Graetz, 2000; Khoza, 2006; Lombardo & Eichinger, 2003; Mbigi, 2005; Terrell, 2011; Wright & Thompsen, 1997; Von Eck, 2007).

7. Emotional intelligence (EQ); interpersonal and cross cultural effectiveness:

...celebrating the diversity and finding ways of actually making diversity working for their organisation. South Africa is a diverse country much more diverse than most and we need to understand that as leaders and actually work with it..;

..I have a sense that good leaders need to know how to listen, they have to have the skill to listen, but with listening they have to hear. Sometimes we listen, but we don't hear..;

.. I think for me it's the ambit that's sitting under emotional intelligence that the key, two key ones would be understanding ourselves as leaders because in this current climate where there's pressure all round you at least want to make sure that your leaders' Johari window is a bit bigger because if they do have that self-understanding they are able to manage themselves better and especially around their colleagues and around people that work for them...;

.. Now leadership requires that, I think also because the rate of change is exponential, is you need on the EQ side, you need the responsibility, the stability and all the stuff you that have at a level 3, the ability to deal with stress, to do good conflict management and so on..;

This emotional intelligence theme also links with sub-category one (self-awareness and self-insight), and involves the requirement for organisational leaders to demonstrate intra and interpersonal competence in their interactions with people inside and outside the organisation. This emotional intelligence (EQ) aspect appears to be considered as particularly important given the rate of change and the diversity inherent in the South African context (Van Der Merwe &

Verwey, 2007). It also appears that this EQ aspect forms the foundation of interpersonal effectiveness for organisational leaders, which in turn provides the foundation for the other interpersonally linked competencies for example: impact and influence; transformation and change initiation; stakeholder and relationship management; empower staff; develop others; and build confidence in others (Bratton *et al.*, 2011; Klem & Schlechter, 2008; Goleman, 2004; Goleman, Boyatzis, & McKee, 2001; Terrell, 2011; Van Der Merwe & Verwey, 2007; Von Eck, 2007).

8. Stakeholder relationship management:

.. I think networking even at all levels in the organisation is becoming more and more important from a leadership point of view. And again culturally and how we do that well...;

... organisation has to deliver but at the same time there is a huge expectation from in fact again comes back to balancing the expectations of those shareholders employees suddenly show for employees...;

...last one probably would be managing stakeholders because the leaders at different levels have different stakeholders and it's important to understand who those are who's on your side who's not on your side with who to engage when and how. So I think that would also be an important competence...;

Organisational leaders were considered as needing to be competent in the relationship management of stakeholders. This appears to entail the development and utilisation of a network of relationships to assist with stakeholder relationship management across the different levels of organisational leadership. Part of this stakeholder relationship management includes the balancing of expectations across and between different stakeholders, for example staff on the one hand and shareholders on the other (Ford, 2006; Conklin, 2011; Kets De Vries, 2006; Freeman & McVea, 2001; Goldsmith *et al.*, 2003; Gratton, 2011; Ulrich *et al.*, 2007; Ulrich & Smallwood, 2012; Svendsen, 1998; Terrell, 2011).

9. Measure and deliver sustainable results; execute strategy:

.. I think the other challenges really that the organisation has to perform...deliver results.

... performance of the business must meet the expectation of those overseas' funders or shareholders so actually competing at a global level if anything for the funding so our performance has to be benchmarked against global competitors...;

...strange lack of focus on the execution that the good guys got all you know they'll tell you what the leadership pipeline is but when it comes down to the execution of their strategy I think that

many of the organisations are weak and many of the individuals are weak...;

..that one of the things that we are preoccupied with is to make sure that we lead the organisation in a way that we'll insure sustainable levels of success. So without succeeding the one year failure the following year so sustainable performance is absolutely key..;

The delivery of results aligned to the strategic objectives was considered as a competence requirement of organisational leaders. It appears that the credibility of leaders is largely based on the extent of delivery of sustainable year on year, business results in order to satisfy the expectations of the shareholders and funders of the organisation (Bakerman, 2001; Bennis, 2007; Calton & Payne, 2003; Goldsmith *et al.*, 2003; Prabhu & Robson, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2012).

The following seven sub-categories of key competencies required by organisational leaders accounted for 50 to 69,9%: a frequency of seven to nine out of the 14 interviews: Some sampled verbatim comments are reflected below:

1. Vision:

.. so as a leader you have to be visionary and you have to know where the team needs to be and where the organisation needs to get to and you need to know how to get them there..;

... pull people along and how you have them share in a vision and have them share in that end goal, that is important...;

...So I'm out of convert, it's worked hell of a well as far as this company is concerned because everything, if you spread broadly at the top in terms of people who espouse that visionary leadership, the leadership value, you're going to get your message down to the rank in file people very quickly and it's been an amazing transition, for this company..;

The interview content indicated that organisational leaders are required to be competent in facilitating a vision for the organisation. This suggests that leaders need to take people along and enlist the participation of staff in the formulation of the vision. This aspect also links with sub-categories two (making sense of a complex environment) and three (strategic and innovative thinking) from the previous set of sub categories relating to the qualities and competencies of organisational leaders (Fairholm & Fairholm, 2000; Collins, 2001; Graetz, 2000; Bennis & Nanus, 1997; Bennis, 2007; Jaques & Clement, 1994; Lombardo & Eichinger, 2003; Rampersad, 2009; Terrell, 2011; Van Der Merwe & Verwey, 2007; Von Eck, 2007).

2. General business knowledge and acumen:

.. the first one general management skills. When I say general management it's a good appreciation and understanding and experience of how things work how do things in a business context and a commercial piece fit together..;

... I think for me it's very important to be competent technically and by that I mean you need to understand your business..;

.. that they begin to understand the business they fall in love with the business and in a way there are greater levels of ownership and association... the business becomes a part of you it grows on you..;

..because if you don't understand realistically how all the different components of your business work, if you don't understand how the production works, and how the logistics work, and how the sales work, and how the human resources work, and how the finances work, you are going to take some very wrong decisions as a leader..;

It is suggested that organisational leaders are required to demonstrate sound general business knowledge, including business acumen. This aspect includes the general understanding and application of the principles and concepts of general management in addition to a sound knowledge of one's own business, particularly the core drives of the business (Hay McBer, 1996; Terrell, 2011; Van Der Merwe & Verwey, 2007; Von Eck, 2007).

3. Passion and inspiration:

..Well I think, first and foremost is passion..;

... So kind of how you pull people along and how you have them share in a vision and have them share in that end goal, that is quite important...;

.... So you need know how to pull the team with you and take them on the journey with you..;

... it's very important to actually love your business, you know, so you need to have a passion for it. You need to be in terms of the actions...;

... when you are a great communicator and you can inspire people beyond just spelling out what the goals and objectives are I think it puts you on a different level and when you can inspire your team..;

Based on the interviews it is apparent that organisational leaders are required to demonstrate their passion for the business through their actions and behaviour. It is suggested that this

demonstrated passion for the business assist in the communication, motivation and inspiration of others, particularly team members (Collins, 2001; Lombardo & Eichinger, 2003; Terrell, 2011; Van Der Merwe & Verwey, 2007)

4. Empower staff:

...I think for me the concept of empowerment is a big thing for leadership. I am beginning to understand what it means and how you empower people getting them to make a small decision might not suddenly be empowerment but getting you to own a decision is slightly different. So if you give people the power to make decision you are not suddenly empowering them but giving them the opportunity to own those decisions and the implications there of is good empowerment..;

.. and they want to do their own thing they want to create their own entrepreneurial environment...;

... I think it's also understanding how to drive results through people because in a leadership role you don't do the work yourself necessarily but you achieve it through those that report to you. So how do you set things up in such a way that you can give them the scope of what needs to be done give them almost the freedom to do what needs to be done within those parameters and inspire them to do their best in their time;

5. Develop others:

.. but you need some base stuff that you're not getting from this competency or that one, you're actually building on these competencies but the folk are starting to change what is more important as the rules change, as the game plan changes as the techniques change and everything changes around that's ever increasing, it's almost evolution at the time and it's exactly in this leadership space...;

.. unless you are, and this would be a combination of in the context, faced with certain tough life decisions, going through the fire that moulds you, your leadership ability may not emerge..;

...and as I've said we really believe in allowing people to go out and do their thing and I'm very strong when I say that you haven't made a few big mistakes in life without trying hard enough and I far rather have to cover for those mistakes that a person makes in trying to make a difference than have someone sitting there just waiting ...;

The above sampled interview extracts (sub-category four: empower others, and five: develop others) are linked and suggest that organisational leaders are required to demonstrate competence in terms of the development and empowerment of employees. This development appears to be general in terms of the enablement of the overall provision of opportunities for the

development of employees, and the focused and ‘stretching’ experiential development of employees’ leadership competence. This forms the foundation to empower employees-to ‘give them space’, to take on the responsibility of solving problems and decision making (Bennis, 2007; Codrington, 2008; Cardona, 2000; Dufficy, 1998; Goldsmith *et al.*, 2003; Jaques & Clement, 1994; Morakul & Wu, 2001; Johnson, 1995; Terrell, 2011; Ulrich & Smallwood, 2012; Van Vugt *et al.*, 2008; Van Der Merwe & Verwey, 2007; Von Eck, 2007).

6. Build confidence in others; provide support; recognise staff; and develop trust:

.. that can actually inspire their teams to create high levels of performance inspire them so that they actually deliver you know exceptional results and they are motivated..reward them;

...how do you then inspire people how do you get them to believe what you’re saying and to want to follow you and to want to do their absolute best. Where you don’t have people working just the nine to five because that’s what their contract says but where they believe you and in your vision so much that they want to go the extra mile. So how do you get that discretionary effort out of them...;

.. . If you look at the people that work beyond their normal working hours that work weekends that work evenings hopefully they do that because they love what they’re doing and they know how what they’re doing contributes to what the organisation needs to achieve but they’re also inspired and have confidence in who they report to..;

The above interview extracts suggest that organisational leaders are required to demonstrate the development of confidence in others. It appears that leaders can motivate and build confidence in others through their passion and inspirational behaviour toward and with other people. This appears to assist with the belief in the leader as being credible and trustworthy. It is also suggested that this can assist enhance the discretionary effort and performance of individuals and teams. It is also suggested that part of the process of building confidence in others includes the recognition of employees for high performance and extra effort-‘going the extra mile’ (Collins, 2001; Kets De Vries, 2006; Rampersad, 2009; Terrell, 2011; Van Der Merwe & Verwey, 2007; Von Eck, 2007).

7. Drive, energy and tenacity:

.... and then in terms of drive I suppose in my way I call it passion and just the desire to actually succeed and I think for me its also very important ..;

...the drive of change, having those energy levels, having that focussed intensity and purpose of vision..;

...they need to be able to see the route that we’re heading in at the moment is not the route

that we should be heading in, and be bold enough to say guys we made a mistake when we decided to go this way, we need to re-evaluate and change direction..;

According to the interview data organisational leaders are required to have the drive, energy and focus to face the challenges and to persevere, overcoming obstacles along the way, to deliver results. This aspect of leadership competence also includes the courage and flexibility to re-evaluate an established direction and/or decision and change direction (Hay McBer, 1996; Terrell, 2011; Van Der Merwe & Verwey, 2007).

A number of the interview respondents indicated that a further two competencies required consideration, as follows:

1. Customer facing orientation (four respondents)

...And you know the ones that we think are the big leaders are our processes, our notion to start with the customer in mind with anything that we do....

...He just engage with customers I mean he just shift their thinking for them.. so on was that the customers that we've had before the turbulence and the recession and the customer that we're going to have after is actually two different customers. We can't just continue thinking that the customers are still the same because they all have been, you know they're thinking twice now, in fact they are going to be more conservative over spending etc. etc. they thought about but life exception, but one thing that actually holds everything together is leadership...

. And I mean, our model ultimately lands up with the customer at the centre. And it's not customer at the centre of building everything so that the customer gets what he or she wants, because if that was the case they just don't pay any service fees I mean then you got what you want, you don't want to pay anything we'll give it to you.

These respondents interview content indicate that organisational leaders are required to have a customer facing orientation as part of their overall competence (Hay McBer, 1996; Ulrich & Smallwood, 2012; Van Der Merwe & Verwey, 2007).

2. Stress management (one respondent)

.....two key ones would be understanding ourselves as leaders because in this current climate where there's pressure all round you to perform, at least want to make sure that your leaders' Johari window is a bit bigger because if they do have that self-understanding they are able to manage themselves, their stress, better and especially around their colleagues and around people that work for them...

This respondent's interview content indicated that given organisational leaders are under pressure to perform, the insight of and management of their stress is recognised as part of the process of self-management. This aspect relates to a more detailed aspect of the self-insight and emotional intelligence (EQ) sub-category and related to the above sub-categories one and

seven (Kets De Vries, Frignaud, & Korotov, 2007; Goleman, 2004; Goleman, Boyatzis & McKee, 2001; Van Der Merwe & Verwey, 2007).

The identified categories and sub-categories relating to the key competencies required of South African organisational leaders are aligned with the literature study regarding organisational leadership and specifically relating to the broad themes of self-leadership and values-based leadership, providing direction and solving complex problems, people engagement, and the delivery of results (Table 6.3):

1. Self-leadership and values-based leadership -

- Self-awareness and self-insight
- Values based and behaviour alignment (including the *Ubuntu* theme for South Africa)

2. Providing direction and solving complex problems-

- The ability to make sense of a complex environment
- Strategic and systemic, innovative thinking to formulate solutions
- Change initiation; adaption and flexibility
- Vision
- General business knowledge and acumen

3. People engagement -

- Influencing and impacting others
- Emotional intelligence (EQ); interpersonal and cross cultural effectiveness
- Stakeholder and relationship management
- Passion and inspiration
- Empower staff
- Develop others
- Build confidence in others; provide support; recognise staff; and develop trust

4. Delivery of customer-focused results -

- Measure and deliver sustainable results; execute strategy
- Drive, energy and tenacity.

These four concept groupings emerging from the sub-categories relating to the theme of the competencies required of organisational leadership are aligned with and supportive of the themes identified in Chapter 3 of the literary study, to assist in the understanding of the nature and role of the concept of organisational leadership generally and for leaders of South African

organisations. The findings relating to the nature and role of organisational leadership, including the challenges leaders face and the competencies required of effective organisational leaders appear to be aligned with Ulrich and Smallwood's (2012) conceptualisation of effective organisational leadership and Kets De Vries's (2006) view regarding the two key roles expected of effective organisational leaders, firstly, the charismatic role of envisioning an improved future and better future, to empower and energise employees, and secondly, the architectural-implementing role of organisation design, control and reward processes. Although the role of the senior leadership is recognised as of significant influence on the organisation, these roles are considered applicable across the organisation at the requisite level of organisational leadership (Jaques & Clement, 1994; Kets De Vries, 2006).

The identified challenges facing leaders of South African organisations and the competencies required of South African organisational leaders of self-leadership and values-based leadership, providing direction and solving complex problems, people engagement, and the delivery of results provides the foundation for content validity of the organisational leadership concept. Furthermore, the findings are aligned with the conceptualisation of organisational leadership for this study: *The cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, and sustaining leadership capacity, to achieve results.*

6.4.1.4 Theme four: categories related to the consideration of stakeholders by organisational leaders of South African organisations

This section accounts for all the respondent's interview content regarding views pertaining to stakeholders. The majority of respondent interview data relating to the key stakeholders results in the five sub-categories each accounting for 70 to 100%, a frequency of 10 to 14 out of the 14 interviews. Some verbatim comments are reflected below each sub-category:

1. The integration of internal and external stakeholders to the organisation:

...There are so, so many....based on experience we spend quite a lot of time to understand exactly that piece because you.. I mean if you look at all the stakeholders and we did these

circles what's the most important one and then it's the next one and I mean where you start everybody's got their own views. One puts the shareholder in the middle, next puts the customer in the middle, the next one puts the staff member in the middle, the next one puts the community in the middle, the next one puts the society in the middle, and then you start unpacking those components as to what it means..;

... moved away from having one man stakeholder, the shareholder, to having a variety of stakeholders so if I use like in example in a retail organisation you will have first of all your demarcation would be internal versus external stakeholders..;

The interview content findings suggest that organisational leaders need to consider and balance the interests of both the internal the external stakeholders. It appears that the focus on a previously dominant single stakeholder of shareholders has shifted in line with the increased complexity of the business context, to the recognition of the need for organisational leaders to integrate the interests of other external stakeholders (Gratton, 2011; Ulrich *et al.*, 1999; 2000; 2007; 2008; Ulrich & Smallwood, 2012; Van Der Merwe & Verwey, 2007).

2. Shareholders and boards:

.. initially a lot of thinking was that with the rand effect your stakeholder is your shareholder, your key stakeholder because we have business to deliver fairly to our shareholders..;

.. you obviously have your board of directors that you would be accountable to..;

.. Because it's an extension of all the stuff that leads up to the shareholders, not the shareholders in the centre, because the shareholder is a customer, the shareholder can be a staff member; the shareholder can be..;

The interview content recognises the importance of the shareholder and board of directors as stakeholders. In addition it is suggested that an added aspect is that the shareholder could be a multiple stakeholder, for example a shareholder could also be a staff member or a customer, and/or a member of the local community (South African Companies Act, 2009; King III, 2009; Ulrich & Smallwood, 2012).

3. Customers; clients; consumers:

.. You have your customers and/or consumers (manufacturing business-customers could be wholesalers/distributors), those are the people that shop from you, if they don't shop from you because you don't talk to them you don't understand what their needs are, you might as well

close 'shop'..;

... the customer in the middle..of all stakeholders;

... our model ultimately lands up with the customer at the centre....relatively most important.
And it's not the customer at the centre of building everything so that the customer..;

It is apparent that the respondent interview contents suggest the importance of the customer, alternatively termed clients in certain industries, a key stakeholder and in some instances viewed as the most important key stakeholder for the consideration by organisational leaders. In addition you may also have consumers, for example in the manufacturing industry, wholesalers or distributors who may be considered as customers, and the end purchaser and user, considered as the consumer (Ulrich & Smallwood, 2007; 2012).

4. All employees:

.. and you then have your employees who make this happen so that you can deliver a product or a service to your customers...

... there's the staff...; ...the next one puts the staff member in the middle..;

... our people, our staff, are massive stakeholders..;

It is apparent from the content of the interviews that employees are viewed as the key internal stakeholder for consideration by the organisation's leaders. It is suggested that the importance of the employees is emphasised due to their role being instrumental in the direct and indirect delivery of products and services to the customer, client and/or consumer (Barrow & Mosley, 2005; Ulrich & Smallwood, 2007; 2012; Van Der Merwe & Verwey, 2007).

5. Other (Government; unions; environmental agencies):

... you have government departments depending who you and what you're buying and what you're selling, that could be important stakeholders. The social partners as well like your NGO's, environmental agencies, depending on the industry that you're in.

.. there's the government..;

.. There is now an international labour movement called Ichem. Do you know who chairs that international labour movement? The National Union of Mineworkers..;

... international labour agreements that would have you negotiate centrally for your operations globally...;

The broader mix of general stakeholders including government agencies, unions and environmental agencies were indicated in the interviews as important for consideration by organisational leaders. It also appears that the nature of the industry will emphasise the relative importance of the mix of certain external stakeholders as compared with other industries, for example organisations such as the mining industry appear to emphasise environmental agencies to a greater extent than the banking industry (Friedman 2006, 2009; King III, 2009).

In addition to the above, the following stakeholders are also indicated by the interview findings as being of general importance to organisational leaders: the regulators; communities, and suppliers and partners (three sub-categories) ranked 50 to 69,9 % : a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected:

1. Regulators:

..I think the regulator you can sign that of and say it is a consistent problem across the world..;

.. we're talking about regulators for local legislation or international legislation or both..;

2. Communities:

...there's societies there's communities and you can most probably go on and on and on about...;

.... The communities they are going to be key in terms of once again you likened it to your sort of industry mining company or something like that..;

3. Suppliers and partners:

..... so this is our suppliers there's the broader element to that which is the supplier base, where we have in terms of the food industry their list of stakeholders ...;

... As I've said, the majority of our business moves around people. Yes, I mean we resell other people's products, so that's important...suppliers..;

... your suppliers and so on..;

The interview content suggested that organisational leaders needed also to consider managing the external stakeholders of the regulators, communities, and suppliers and partners. It is apparent that the increasing complex business context brings with it the recognition of the local community, for example, as customers and suppliers of talent (Khoza, 2006; Mbigi, 2005); and the need to integrate the outsourced aspects of the business value chain through suppliers and partners, to ensure delivery of products and services to the customer (Friedman 2006, 2009; IBM, 2012).

The next section focuses on the interview-based key stakeholder findings that need consideration by South African organisational leaders. These findings result in the three sub-categories, accounting for 70 to 100%, a frequency of 10 to 14 out of the 14 interviews, and a further two sub-categories accounting for 50 to 69,9 % : a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected below:

1. Government in general and government departments:

... there's the regulator, there's government, there's societies, there's communities
... Then you have government departments depending who you and what you're buying and what you're selling that could be important stakeholders. The social partners as well like your NGO's depending on the industry that you're in. Those people can't be ignored...;
...So you not only have... my friends in the ANC youth league say let's nationalise all the mines. Okay, but you also have Department of Mineral resources that now closes a mine for a week.

It is suggested, based on the interview findings that organisational leaders in the South African context need to consider as stakeholders the management of relationships at the level of government in general and in certain instances, particular government departments. For example a mining company needs to consider the relationship management with the department of mineral resources to assist finding collaborative win-win solutions (Conklin, 2011).

2. Communities (national; local):

... the next one puts the society-communities in the middle..., definitely within the bank but within society in the broader context. so I think those are the, obviously you have the transformation challenges..;
... I think that there is great recognition of the community that you worked in and it makes it for

us as a business to show leadership in terms of ... because that really is our role to show leadership to the retailer in terms of how they is to sell into that market..;

... there's the regulator, there's government, there's societies, there's communities..., because of South Africa as a country that the community aspect would also be important, given the nature of our business. How do you engage with the communities, how do you ensure that you're adding value through your business and also things like infrastructure and development in the communities where we mine..?;

...but the big thing is that the retailer is then encouraged in our articles of association, to simulate that to the local community and so, and that is where we have stores that operate right across the street and people say to us where are you guys targeted, what is your target..;

As indicated previously in the first section where communities were identified the consideration for this stakeholder in the South African context is noted. It is suggested that there is a general recognition of the values aspect of the local community being an important aspect of South African society. It is, therefore, apparent that organisational leaders consider the recognition of the local community as customers and suppliers of talent on the one hand, and in need of support with services such as education, health and basic amenities, on the other. It is also apparent that the engagement with the local and/or national community in terms of social investment is influenced depending on the requirements of the industry and the community (Khoza, 2006; Mbigi, 2005).

3. Legislation and regulators:

... Well, if you're in the Banking industry, the regulation is key, and I think the Reserve Bank here is efficiently in tune with what's going on in the rest of the world...;

....there's the regulator, there's government, there's societies, there's communities...;
... I find it difficult to ... the regulatory aspect is something that nobody wants to pick up on in our organisation. That obviously drives us nuts. Because we will get sort of these things being thrown at us but you will find that particularly in the South African context we have a legislation process which tends to pay little regard to what the actual stakeholders have provided in terms of input and an example of that is, a week ago new legislation was promulgated which is labelling requirements and have thrown things into there which are absolutely impossible for us to apply...;

The need for organisational leaders to consider regulators and legislative requirements as a stakeholder appears apparent based on the interview content. It also appears that the nature of the industry may emphasise the relative importance of the regulator and legislation as compared with other industries (South African companies act, 2009; King III, 2009).

In addition to the above stakeholders, the respondent interview findings relating to the category of the key stakeholders that need consideration by organisational leaders in South Africa results in a further two sub-categories and accounts for 50 to 69,9 % : a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected below:

1. Organised labour/Unions

...I think in the South African context your labour unions probably have a bigger leverage than in other countries, and certain industries for instance. And I know that the tendency in the past is always being to have a very adversarial relationship with unions and seeing them as not supportive of business and seeing them as like wanting things that are different from what your management would want.....

... I've seen examples where if you have a progressive relationship with the union and it takes a lot of doing obviously to get to that point where communication is open this transparency yes there is items you agree on and items you disagree on and I think that's fine but then you develop a level of respect and a level of trust that you are actually partners.;

.. So to say to you, you had the organised labour for example, the workforce.;

The interview content suggests that in the South African context, labour unions need to be considered as an important stakeholder by organisational leaders. It is also apparent that organisational leaders need to manage proactively the relationship with unions in a collaborative manner to find win-win solutions for South African organisations (The Labour Relations Act (LRA), Act 66 of 1995; Trade Unions in South Africa, 2012; Wilkins, 2008).

2. Balancing the interests of different stakeholders

.... External or internal? Because your key stakeholders are your people. Your key stakeholders are your shareholders, you know if you got members of a close corporation or whatever it is that you run. The communities, they are going to be key in terms of, once again, you likened it to your sort of mining, mining company or something like that, you got to know that you're still going to have a business ... they're not going to try and take the land that you're on, etc. etc, so keeping all those sort of stakeholders happy, I would think. Those are the basic stakeholders, I would imagine.;

.. and I guess it about balancing, whether they're internal or external, they sort of borderline on that. From an external perspective, we've got people that we transact with, so we got people that sell to us, and we sell to them, and they must be seen as stakeholders, there are people that we impact on through environmental issues, communities. Where if we're building a pipeline across a country, one of the biggest issues is the communities that you got to go and communicate with...;

... I'd say that the stakeholder groupings have widened in our environment. I think they have more stakeholders than we had ten, twenty years ago. For example the classic one, the shareholders and labour started out there, but now we got the communities we serve, now

we've got residents and neighbours, the guys that watch the environmental issues. So I think the stakeholders have changed, and had been added to, so the concept has broadened for SA organisations...;

.. but just purely at a leadership level it really is about balancing the expectations of the owners, lets call them shareholders and the expectations of the employees..;

The 'integration of internal and external stakeholders to the organisation' was the first stakeholder sub-concept that was listed at the start of this section (6.4.1.4) on the stakeholder consideration for organisational leaders (sub-category one). This aspect of the management of internal and external stakeholders is further reinforced from the interview content which focused on the specific stakeholder consideration for leaders of South African organisations. It is suggested that the range of stakeholders has increased in importance for South African organisations. It appears that the relationship management of internal and external stakeholders is about managing the balance between and within these two broad groups of stakeholders. Part of this stakeholder management also appears to be concerned with the management of expectations across the mix of internal and external stakeholders (Bass, 1981; Bennis, 2007; Conklin, 2011; Freeman & McVea, 2001; Svendsen, 1998; Ford, 2006; Goldsmith *et al.*, 2003; Graetz, 2000; Gratton, 2011; IBM, 2012; Ulrich & Smallwood, 2007, 2012; Van Der Merwe & Verwey, 2007; Van Vugt *et al.*, 2008).

Within the context of the nature and role of organisational leadership, stakeholders emerged as a content valid concept theme with an emphasis on the integration of internal and external organisational stakeholders, and the balancing of the interests of different stakeholders, for South African organisational leaders. The concept theme of internal and external stakeholders highlighted the following (Table 6.3):

External stakeholders-

- Shareholders-investors and boards,
- Customers, clients, and consumers,
- Regulators,
- Communities,
- Suppliers and partners,
- Other (Government, unions, environmental agencies, non-government organisations).

The additional emphasis placed on certain external stakeholders for South African organisations were identified as the following:

- Government in general and government departments,
- Communities (national; local),
- Legislation and regulators,
- Organised labour-Unions.

Internal stakeholders:

- Staff-employees,
- The organisation.

These stakeholder themes are supportive of the Chapter 3 and Chapter 4 literature study findings regarding the nature of the organisational leadership and organisational leadership brand concept. The organisation, identified as a key internal stakeholder in the literature study was supported by the leadership competency sub-categories of the following: the formulation of strategic and innovative solutions; change initiation, adaption and flexibility; the measurement and delivery of results; and the development and empowerment of staff.

The interview findings highlighted the additional emphasis on the concept of stakeholders, not identified in the literature and particularly relating to South African organisational leaders as the following: The regulatory agencies; communities (national; local); the government, and organised labour-unions, particularly relating to South African organisational leaders.

The following section covers the findings from the semi-structured interviews for the Organisational Leadership Brand concept.

6.4.2 Findings: Organisational leadership brand

The majority of respondent's interview data relating to the nature of Organisational Leadership Brand (OLB) concept that require consideration by organisational leaders (in general and particularly for South African organisations) results in 21 sub-categories accounting for 70 to 100%, a frequency of 10 to 14 out of the 14 interviews. Some verbatim comments are reflected below:

1. Chief Executive Officers (CEOs) and senior organisational leaders have significant brand impact both internal and external to the organisation:

...he (CEO of company) was seen as somebody that was prepared to back new ideas. He did certain key things that established his leadership brand. He's worked very closely with government he's done certain other key things to influence the banking industry. That combination of things has formed his leadership brand and that has stayed..;

... To me you have to go two or three levels down the organisation it's not one individual CEO and senior leaders..;

...In an organisation the CEO brand is critical because that kind of almost sustained it but it is an amalgam of the leadership brand of a number of key individuals in an organisation and some of them may not even be on the executive team. You may find that if you write down your executives there's certain key people in the executive that has a strong leadership brand and some may be virtually invisible to the outside. And then there will be key individuals in other key slots in the organisation..;

The content of the interviews indicates that the CEO and senior organisational leaders appear to have a significant impact on the organisation's leadership brand. It appears that this leadership brand impact is both within and external to the people and institutions who engage with the organisation. This particular aspect of the nature of OLB appears closely linked to the finding from section one on the nature of organisational leadership regarding the impact that the CEO and senior leadership has on the organisation's effectiveness (Bennis, 2007; Ford, 2006; Gaines-Ross, 2000; Goldsmith *et al.*, 2003; Jaques & Clement, 1994; Rampersad, 2009; Ulrich & Smallwood, 2012).

2. OLB has an internal and external organisational perspective (inside-out impact):

... The leadership brand has a huge impact on stakeholders and shareholders..;

... The leadership brand is mainly, I would say you establish that internally. So it's good to have it, and I think it demonstrates to external stakeholders, they get to understand the organisation better, they understand how the organisation works, may reinforce their idea, and the way they see the overall brand of the organisation...;

...So I think outside there is interest in what that equity looks like and what their jobs over time, where stock lies over time, people are quite interested in, because I think it is a reflection of a range of things within the organisation, one person can actually influence how the entire organisation leadership is actually influenced, experienced outside. So if X does something now that might not suddenly be seen as good or good practice, or whatever it is, if his stock decreases as an individual the organisational stock decreases. So it's got big implications itself. I think is as important outside as it is internally..;

.. So every interaction there is pre authenticity and it must in actual fact enhance the notion of

brand leadership that we've put out there in the market...;

It appears from the content of the interviews regarding the nature of OLB is that of the organisational internal and external perspective. This indicates that the OLB's impact is both inside and external to the organisation. The internal impact is on employees and the external impact is on the external stakeholders (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

3. OLB is part of and impacts organisational brand of the organisation:

... Part of that brand is always going to be the leadership...;

... But there is also a view of the leadership, and the leadership brand is very key to the company for a number of reasons: number one – because if you look at employment brand, the leadership brand is one of the key factors attracting talent to the organisation, so it has a huge impact on your employment brand and your ability to attract skills. The leadership brand has a huge impact on stakeholders and shareholders...;

... and I think it demonstrates to external stakeholders, they get to understand the organisation better, they understand how the organisation works, may reinforce their idea, and the way they see the overall brand of the organisation...;

The interview content's indicates a perspective that the leadership comprising the OLB is connected to and influences the overall brand of the organisation and the employer brand of the organisation. It appears that the OLB influences the extent of attractiveness of the organisation as an employer of talent (Barrow & Mosley, 2005; Bouchikhi & Kimberly, 2008; Rampersad, 2009; Ulrich & Smallwood, 2012; Van Dyk & Herholdt, 2004).

4. OLB includes the leaders personal leadership brand:

... And even if one could take that to a different context which is me as a brand again it is about the perceived quality of my competencies capabilities. It is about my ability to influence and be seen out there so kind of the awareness it is about the things that I suppose you know my stakeholders would actually associate with me with my personal brand...;

... You know that is success, drive, finesse, and all those kind of things. And then it's about, you know, do I inspire them, do I make them feel comfortable around me, so the loyalty. So branding is absolutely important. We don't always get everything right, in terms of those four blocks but you know we seek to get each one of those boxes ticked..;

... I suppose that also come, sort of stretches in the area of brand associations, so we, personally and collectively, want to be associated with performance, want to be associated with good quality,

and so on. And then the loyalty at an organisation level comes through when we can keep our promises first and foremost, and when we can deliver results that are pleasing..;

The interview content suggests that the nature of OLB includes the consideration of the leader's personal leadership brand. The suggestion is that the OLB and personal leadership brand need to be aligned so there is a consistent message, for example: high performance at the personal and at the cumulative level of the OLB (Bouchikhi & Kimberly, 2008; Rampersad, 2009; Ulrich & Smallwood, 2012; Van Dyk & Herholdt, 2004).

5. OLB includes the leader's behaviour across all levels of the organisation:

...Now in our case the people that deal with community relations in places like Peru their brand and he might only be an upper D his brand his leadership brand is almost as critical as the CEO. So you have key individuals that the combination of all of those perceptions forms the overall leadership brand of the company..;

.. really good feel of what the leadership style in and across the organisation is ..how they treat people how people treat each other some of the values and I might never have been in that reception before but that's because I think in our environment we're quite tuned to that...across the company.. and if that's what we mean by the inside-out them I am one hundred percent..;

...Equally the organisation is different to other organisations and it has its own unique culture of doing things. I think the differentiation is then again about how do you, sort of uniquely align to and engage with your customers and your investors and in terms of what X specifically aims to deliver, what kind of market share you want, what kind of global growth you want, etc....;

It seems apparent from the interview content that an OLB is comprised of the accumulated behaviour of leaders across all levels of the organisation. This aspect is also linked to the finding regarding the nature of organisational leadership where it was suggested that leadership is required at all organisational levels. It is apparent that the engagement that leaders at different levels have with external stakeholders' influences how the organisation is perceived by these stakeholders through the behaviour of these organisational leaders (Ford, 2006; Ulrich & Smallwood, 2012; Van Dyk & Herholdt, 2004)

6. OLB includes and impacts all staff:

..I think establishing that, sort of internal organisational leadership brand, is really something that has to be done by internal stakeholders, staff & leaders. It may be influenced by external

stakeholders, if you... the way that you interact with customers, the way that you want to empower your employees to deal with their customers, may establish what your leadership brand is going... you know the way you want it to work, but how it works and to get it to work like that is an internal stakeholders...;

... the leadership here is experienced in a very positive way and received in a very positive way generally and it is simply because of the values-based leadership approach that we have to practice what we preach and leadership pretty much kind of leads the way in that and the way we engage with individual subordinates groups of subordinates and external and internal teams and so forth you know we have to exhibit those values in everything we do and hence the relationship is actually received quite positively. So I think the sense is yes we can do a lot more to be more adaptable and you know include new thinking and thoughts in the leadership style but generally it is a well received and experienced leadership..;

...but we've realised in this thing, and I think, that's the whole argument or discussion we've had, leadership plays absolutely in every one of those systemic pieces. And if they don't do their bit and you don't get that leadership brand and experience, everything to work at that level, this thing breaks down, and if it breaks down it just doesn't close back up. And then you're dead. So the let's call it, the largest enabler is leadership, it's nothing else..;

It seems apparent from the interview content that the nature of the OLB is significantly influenced by the involvement of and engagement with employees across the organisation. This suggests that the nature of the OLB is largely determined by the experience of employees of the organisation's leaders across all levels in the organisation. This internal experience by staff of the organisation's leadership then follows through with the aligned and requisite impact on external stakeholders (Bouchikhi & Kimberly, 2008; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012; Van Dyk & Herholdt, 2004).

7. OLB includes values, behaviour, and the leader's style:

... I mean, what comes to mind, is that the style of leadership, the style of management, of somebody, I don't want to be acquainted of mentioning peoples names. You know in an organisation like X, I think, there is a brand of leadership that's being brought very, in a very, sort of calculative manner, to that organisation, a recent type of...;

... Absolutely. And that's why leaders are so important but leaders also impact the value system so its performance is the value system it's about keeping the promise and all of that comes back to the leadership of the organisation...;

...it revolves around the values that we are inculcating within the organisation, and it is about keeping our promises that we are relying on. Those are the brand characteristics, or brand

attributes that we'll seek to accomplish within our organisation.;

Based on the respondent's interview content, it seems apparent that the nature of the OLB comprises the experience by others of the organisational leader's values and behaviours. This includes the extent of the alignment of the values an organisation claims it stands for and the demonstration of these values through the behaviour and or leadership style of leaders across the organisation (Bakerman, 2001; Bennis & Nanus, 1997; Bouchikhi & Kimberly, 2008; Collins, 2001; Gratton, 2011; Kets De Vries, 2006; Goleman *et al.*, 2001, Ernsberger, 2000; Mbigi, 2005; Rampersad, 2009).

8. OLB involves the organisational culture:

... is a different way in which that organisation is being managed from the top. There certainly is there are demonstrations of how it should be you know and I think to me it seems to be a very calculated methodology that's being used to try and inculcate that organisation with a different culture..;

...We have to immerse ourselves in.. we all have to understand and apply in our daily engagements and interactions within the business so the first is not being arrogant second is the teamwork thing...to impact the organisation;

.... The whole cultural ethos here is about teamwork and if you look at the company the way that structures work here it is a sign and a matrix organisation and it is quite matrix simply because you know the system forces you to work in teams as apposed to in silence..;

The interview content suggests that the nature of OLB is influenced by the culture of the organisation. This concerns the values and behaviour that represent how the organisation 'goes about daily work' and the impact this has on the nature of the OLB. For example, teamwork may be a key aspect of how the organisation works-its culture, and this aspect needs to be reflected in and aligned with the organisation's leadership brand (Bennis, 2007; Cangemi & Miller, 2007; Jaques & Clement, 1994; House *et al.*, 2004; Goleman (2000) Xenikou & Simosi, 2006).

9. OLB involves differentiation through distinctive behaviour:

..The sense of the leadership culture here is we have to agree so we have to disagree on certain issues but is in how we disagree with each other that's important. You know so I have to disagree with you without making you feel stupid and belittled and all those things. It's about affording the next person the right kind of respect and hoping that that's what they will do for you. That's what the culture encourages mutual respect of views any thing that has to do with that individual you know their own culture their own traditions all those things we give that respect to each other in the way we deal with each other deal with the race issues that's kind of the culture of the organisation. ...;

...even individuals that actually join the organisation, it's kind of the process spits you out before you even can go far if you do not seemingly exhibit those things. If you seem to be arrogant or you demonstrate arrogant behaviours in the interview processes and so forth, chances are that the system or the processes will actually spit you out even before you get here. So by the time you become part of the organisation generally, you would be in essence, it will be easier to fit in than not to fit in, and it becomes easier to engage with others because they pretty much have the same value system as you in essence..;

... There are three things that if anything kind of epitomises a X leader in many ways and in many respects within the organisation, it's quietly confident straightforward, and being refreshingly different as it were..;

Based on the respondent's interview content, it is suggested that the nature of OLB involves unique and, therefore, distinctive behaviour at the level of the organisation. This aspect is linked to the above findings regarding the nature of OLB to include values and behaviours of leaders reflected in sub-categories seven and eight above. It is suggested that the demonstration of the organisation's values and distinctive behaviours by the leaders across the organisation, result in the accumulated unique impact, experienced inside the organisation by employees and externally by stakeholders (Intagliata *et al.*, 2000; Rampersad, 2009; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

10. OLB includes the alignment of values and behaviour (inside & inside-outside the organisation):

...I think it's got to be value-based. I think it's important. You know in conscious effort I think some organisations have it and it may not have been a conscious effort but I think if you do it consciously you can do it more effectively..;

... And then it's the sort of value overlap that you, and then you've got to behave in it, if people don't behave in that manner the brand won't be established. I mean, if the policies aren't lived, if the values aren't lived, if the cultures aren't lived, you got to demonstrate to people that, that is what is acceptable and that's not. Part of that demonstration is you got to show people what is not acceptable. When leadership step outside the bounds of what is acceptable in terms of that brand, you got to demonstrate that that is not acceptable, and how you need to do that. And when they do, you got to reward that behaviour...;

...I can't say this before, I think at X we have an opportunity to start thinking about that and I think that there would be tremendous impact if we get it right and there's alignment in terms of the messaging we share externally but also what we expect internally within our organisation and I think that would drive value if we get it right..;

The content of the interviews suggests that the nature of the OLB includes the requirement for the alignment of values and behaviour inside the organisation with what is experienced by external stakeholders. It is apparent that the consistency of values and behaviour inside and external to the organisation is important to reinforce the OLB and to assist create a positive impact for the organisation (Bouchikhi & Kimberly, 2008; Collins, 2001; Gratton, 2011; Intagliata *et al.*, 2000; Rampersad, 2009; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

11. OLB influences organisation culture:

... we need to as leaders demonstrate to people how it works and I guess establishing values and culture is part of the corner stone of the identity..;

.. .. The corporate brand...the company culture can be damaged by an individual at a senior level making the wrong mistake saying the wrong thing or doing the wrong thing in the public eye.;

.. one thing that jumps out here is the brand company culture and the leaders are so inextricably linked there is a big concern in my mind as to what would happen when our senior leaders move on be it the bus analogy or simply wants to go and put his feet up and lie on the beach. And we're not talking about twenty people we're talking three or four people and what the implication to the organisation both from a brand perspective and a value perspective in the market would be when that happens..;

The interview content suggests that OLB assists in influencing the culture of an organisation either positively or negatively through the collective values and behaviour of the organisation's leaders. It is apparent that if leaders, particularly at a senior level, demonstrate inappropriate

behaviour to external stakeholders, the culture of the organisation can be misrepresented and/or misconstrued in the public domain (Bennis, 2007; Cangemi & Miller, 2007; Gaines-Ross, 2000; House *et al.*, 2004; Goleman, 2000; Jaques & Clement, 1994; Xenikou & Simosi, 2006).

12. OLB is a conscious choice:

... Absolutely. I think it's a conscious effort to build a different culture influenced by a defined leader's brand in a different way to which the organisation is currently operating..;

... So I think what one needs to do to the phrase that you point to and choose an organisation leadership brand. We need to establish that to understand how as organisation ... part of that is drawing that thing on a piece of paper and defining that within policies and practices but demonstrate to people how it works and I guess establishing values and cultures is part of the corner stone..;

.. So the current leadership team in this organisation have chosen to be known to advocate a particular status, enhance driving a particular brand ethos around the leadership which is around avoiding arrogance and avoiding arrogance is in the way we speak the way we present ourselves the fact that individuals not seek glory over the company, you know it is about the company as apposed to individuals or the company is bigger than individuals, so whether you see or not the company is bigger that the individual..;

The content of the interviews suggest that it may be possible that the OLB is a conscious choice by the organisation. The consideration of the values, behaviours and practices of employees that reflect the culture of the organisation and involve the OLB (refer sub-categories five to eleven) suggests that the decision regarding a particular OLB can assist with positively influencing the alignment of the organisational culture organisational brand (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

13. OLB can be built over time and sustained in a disciplined way:

... Where it came from it was quite conscience yes. I mean if you think about the avoiding the arrogance thing it was born out of the X take over bid (12 years ago). It was an important thing at the time we said it to take things for granted and started with leadership repositioning actions..;

.. Well I think there is history. History will be one of the things if you've been in the market for a long, long time. X, given with an example, people will probably cut them some slack with what happened with the milk scandal, because they've been around for so long, where as the new kid on the block, something like that happens, they will be dead, no matter how good their marketing was and how much money they've spend on that. So history, and of course you can't buy history, is something you got to work at and obviously manage very, very carefully in early years. The quality of your product obviously, and again you can link that to the individual, or to an organisation...;

... You have to build it in a disciplined fashion, you don't....that's the other thing, we are very good sometimes to do harassment acts. Lets' put it out there, the market instant, but you have to bring the market instant into delivery every day. So otherwise we're making huge promises, if you don't deliver the promises,... because there is a trust issue and it's exactly in this space it's the same thing. And leadership underpin all of this. It's the one driver that has an influence each one of these things. So leaders can talk the talk, they can walk the walk..;

The respondent's interview content suggests that an organisation's leadership brand may take time and consistent effort to be developed to a credible OLB. It is suggested that the consistent and aligned behaviour of an organisation's leaders with the organisation's values, over time, is required to develop and sustain the OLB at a level of credibility from the perspective of employees and external stakeholders (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

14. OLB equity is linked with organisational leadership effectiveness:

... whether in dealing with governments you will get licenses or not get licenses you can have the exact business model and the only differentiating factor will be the quality of the leadership..;

... the equity, lets call it the value we place on leadership and its conduct as it were. So the value of leadership and the equity that would derive from that value would be in how they are perceived and received by the total organisation. So your equity either rises or drops, depending on how you're received and experienced by the organisation. So if the organisation experiences you to be an arrogant leader or leadership, your equity will not be that high. But if you're received and experienced as fair, equitable objective, all the things that people expect from you, you listen, you hear them, all those things, chances are your stock rises in terms of equity and people receive you positively and so on. I would say that could be my understanding of it...;

...I think there are aspects in brand equity that are quite tangible, that can be a reflection of leadership style of what the organisation is good at..(example of misaligned behaviour with leadership brand).. But that for me was a great, what would I say, a critical point where the

brand equity in the organisation is being reinforced. And I think the leader plays a very strong...;

The interview content indicates that the value of the OLB to the business, the OLB equity is connected due to and dependent on the level of an organisation's leadership effectiveness. This suggests that it is important for organisation's to continuously invest in the development of leaders at all organisational levels and measure their effectiveness as leaders (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

15. OLB involves consistent, ongoing effective organisational leadership behaviour:

.. The leadership brand is often formed by all the stuff I've described above the line by how you deal with shareholders and stakeholders by how you deal with communities by how you deal with environmental issues by the fact that you take paradigm shifting decisions for the organisation at the right time..;

.. We get it right and it pockets better than others but you want to do it consistently and again it's by design and leadership again is the fundamental underpinning of how you get that. You don't do that through fancy marketing campaigns and so forth you do it through the people that touch in those interactions everyday and in actual fact either supports that notion that's out there or they distract from it. We will get more people that support it and enhance it and amplify it..;

... integrated in such a way that we understand the dependency inter dependencies of those underpinned by strong leadership philosophy because leaders are the people that change those things influence those things touch those things drive those connection points with stakeholders at various levels throughout the organisation every day every year every month...;

See below sub-category 16 for integration of the above and comment.

16. OLB involves authentic organisational leadership behaviour and trust:

...We have to immerse ourselves in we all have to understand be real and apply in our daily engagements and interactions within the business so the first is not being arrogant second is the teamwork thing...;

... Obviously he is very strong about this, that's why it's in our values, that guarding against arrogance, but it's not about guarding against, it's about modesty, it's about consistency, it's about building trust, it's about people believing what you say you do. There's in actual fact tangible outcomes of the stuff that you visualise and so to people, and I think that's one of his biggest strengths...;

... because if we don't work on the little pieces and we get these things right we'll break down that value that we've created over the past ten years. And I suspect if you break it, it will be very difficult to repair it, because I mean trust works like that. It's many, many deposits to build trust, and it's just one withdrawal and we start at the bottom again. And we must be mindful of that. And we are doing a lot of work to make sure that experience is inside. You can't be everything to everybody but let's stay true to the stuff that we do portray out there, within our value propositions as employees, our customers etc and other stakeholders..;

Following on from sub-category 14 and 15 above it is suggested that the nature OLB requires consistent and sustained effective organisational leadership behaviour. It is apparent that the consistent experience by employees and external stakeholders of the organisational leaders' behaviour is important for leaders to reinforce continuously the aligned organisational values and behaviours. It is also suggested that the authentic and consistent effective leadership behaviour builds confidence and trust with employees and external stakeholders, and thereby establishes and/or enhances the OLB (Bouchikhi & Kimberly, 2008; Collins, 2001; Rampersad, 2009; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

17. OLB includes the non-financial (NF) factors as key aspects: the value placed on the human capital aspect and leadership quality:

... Because that is also important to be able to attract good talent so it is very important that people feel that they are inspired that the organisation is doing work that inspires them and makes them want to fall in love with the organisation..;

...So my view is that if it's a strong positive leadership brand it can only have a positive impact on the results of the organisation, because people also could get attracted to the organisation based on the leadership of that organisation which would inspire confidence and other things that people see as attractive and it could help with retaining the current people if they believe in that leadership brand and they can see how being part of that team benefits not just the organisation, but it benefits them as individuals...;

... it goes forward, but I suspect you'll start, and we hope, and it's not about being arrogant about it but it's what we just want to get eventually is the people's respect and trust in what we say and do. And if they like an environment like that and want to work in this environment...because of that, that's the people we want to deal with. And that's the idea, so really the big focus is also to get that trust into our customer space, consistency of experience, dignity and respect in terms of interaction...;

... was then acquired so you didn't really see the benefits of it and you need to really deliver on your strategy and mission statement and be taken away that consistent of customer expectations. I can't say this before, I think at X we have an opportunity to start thinking about that and I think that there would be tremendous impact if we get it right and there's alignment in terms of the messaging we share externally but also what we expect internally within our organisation regarding our quality of leadership, and I think that would drive value if we get it right...and also help enhance talent retention..;

The content from the interviews suggests that the nature of OLB includes a link to the organisation's non-financial (NF) factors. It is apparent that these OLB NF aspects include the value placed on the organisation's general human capital aspect and quality of leadership. In particular, it is suggested that an OLB can positively or otherwise impact the organisation's brand as an employer of choice to assist attract and retain talent. It follows that these NF factors linked to the quality of an OLB may assist enhance overall organisational performance (Low & Siesfeld, 1998; Ernst & Young, 2008; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

18. OLB is influenced by the key external stakeholder's view of an organisation's senior leadership:

.. the top leadership actively influences whether analysts and shareholders will buy that share whether they will be prepared to invest money in that company..;

.. So therefore, how one would go about making sure that the stakeholders are aware of us one of the ways to do that is make sure that our performance is actually consistently good that we deliver and that we're noticed and recognised as an organisation that achieves results so we just have to sharpen our performance in terms of the quality of the organisation and it is about how we handle ourselves as an organisation so our values our processes and our procedures.;

.. The corporate brand can be damaged by an individual at a senior level making the wrong mistake, saying the wrong thing, or doing the wrong thing in the public eye.;

It is apparent that key external stakeholders can influence OLB based on their experience with the senior leadership of the organisation. The influence of the leadership behaviour of the CEO and senior leadership, as indicated in sub-category one above earlier in this section, is considered significant in positively or otherwise reinforcing the nature and credibility of an organisation's leadership brand. It is also suggested that the impact of the leadership behaviour as reflected in the OLB, may influence the financial analysts and/or shareholders value of the

organisation's share and whether or not to invest in the organisation (Ernst & Young, 2008; Ford, 2006; Gaines-Ross, 2000; Low & Siesfeld, 1998; Ulrich & Smallwood, 2012).

19. OLB is recognised as important to assist impact business performance:

... So having the right leadership in the first place and then branding it correctly to me is one of those aspects that are critical to business survival...;

... And there is another differentiator between now and twenty years ago, because twenty years ago you just had to be a good manager. If you weren't that well known out there, it didn't actually, really, realistically make that much difference. If you had a good product to sell, your chances at success were pretty good, and maybe for small companies, small and medium enterprises that are still the case, but on any kind of medium to larger scale the branding of your leadership is key..;

... again the organisation itself as a brand would certainly be measured in terms of its visibility. Those are the people that also pose the stakeholders aware of the existence of that organisation, two what do they think in terms of the quality of that organisation, is it a quality organisation, is it a fly by night organisation, is it a blue chip, you know, is it an organisation that delivers, that achieves, that delivers results year in, year out. It is the associations with that organisation, what does that organisation actually associate itself with?..;

The interview content indicated that the nature of OLB is considered important to potentially impact an organisation's performance. This follows and is connected to the contribution of number 18 above. However, the emphasis in this instance is on the extent of the quality of the OLB and the contribution to overall business performance of the organisation (Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

The respondent's interview data relating to the category of the nature of organisational leadership brand (OLB) further indicates that the need for consideration by organisational leaders of South African organisations results in two sub-categories accounting for 50 to 69,9%, a frequency of seven to nine out of the 14 interviews. Some verbatim comments are reflected below:

1. OLB is influenced by the leadership displayed by an organisation's senior team:

.. ..to me translate to higher equity of leadership style amongst peers, so you tend to have a bigger standing amongst peers as a leader but also as an organisation having the CEO on his own can never be the best CEO in the country if the leadership around him is not as good as he is..;

.. In an organisation the CEO brand is critical, because that kind of almost sustained it, but it is

an amalgam of the leadership brand of a number of key individuals in an organisation, and some of them may not even be on the executive team. You may find that if you write down your executives, there's certain key people in the executive that has a strong leadership brand, and some may be virtually invisible to the outside.

The interview content suggests that the organisation's senior leadership team influences the nature of the OLB. Following the influence of the senior leadership on OLB from the above sub-categories one and 18, the emphasis in this instance is on the importance of the collective impact on the OLB of the top leadership team and other relatively senior leadership teams. It appears that the emphasis is on the extent to which these leadership teams optimise their synergy for the positive impact on the OLB (Bennis, 2007; Ford, 2006; Gaines-Ross, 2000; Goldsmith *et al.*, 2003; Jaques & Clement, 1994; Rampersad, 2009; Ulrich & Smallwood, 2012).

2. OLB requires the buy-in, support and alignment of all stakeholders:

... So once you understand the stakeholder bubbles as they roll out we then put these principles and overlay them and people start understanding why it's important to do that across those stakeholders. Then the value and the interconnectivity of those stakeholders start becoming more meaningful backing to you and you almost have them at circular approach, systemic approach, still going around. And every time you go around you prove within that components, so it becomes a continuous improvement a learning organisation, if I can call it that, but at a leadership level not at a development, planning, at the lower level...;

... So I think, who you get into bed with, as a partner, supplier is as important as who your customers are, if you take that leadership and integrity to a next level...;

... And then there will be key individuals in other key slots in the organisation. Now in our case the people that deal with community relations, in places like Peru, their brand, and he might only be an upper D, his brand, his leadership brand, is almost as critical as the CEO. So you have key individuals that the combination of all of those perceptions forms the overall leadership brand of the company...;

The nature of an organisation's leadership brand appears to need the involvement of all stakeholders from the initial stages of formulating the OLB through to the ongoing consistent application and measurement of the OLB. This appears to include the appropriate involvement of internal and external stakeholders (Gratton, 2011; Ind & Bjerke, 2007; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

In addition to the above majority respondent interview content, a single respondent was of the view that the concept of an organisational leadership brand required some variation to

accommodate cultural differences across different national cultures as part of a global organisation's OLB. The verbatim perspective is as follows:

...in terms of what we expect, but equally different countries have been successful for various reasons and so my own view would be if you look at the overall brand but also have some of the local nuances reflected, so you know Italy will be different to Brazil to South Africa and how do you reflect that without losing the overarching sort of picture, so I would think that there need to be a degree of customisation just as would be with competence frameworks... that you might highlight certain aspects in some countries, more than you would in others, because that's the way business is done. I would apply some of that philosophy and principles around branding...

Cognisance is taken of the above multicultural perspective of leadership competence (Kets De Vries *et al.*, 2007; Terrell, 2011) and the perspective of a variation in organisational leadership brand across national cultures, and reinforces the need for a multi-cultural perspective within South African public listed organisations, the context of this study.

These 21 sub-categories were discussed under 6.4.2. Organisational leadership brand, was combined and translated into 10 sub-concepts relating to the nature of Organisational Leadership Brand (OLB) concept as follows (Table 6.3):

1. The internal and external organisational perspective:

- OLB has an internal and external organisational perspective (inside-out impact)
- OLB includes the alignment of values and behaviour (inside & inside-outside) the organisation

2. The impact of the Chief Executive Officer (CEO) and senior leadership:

- CEOs and senior organisational leaders have significant organisational leadership brand impact both internal and external to the organisation
- OLB is influenced by the leadership displayed by an organisation's senior team

3. Leadership values, behaviour and style:

- OLB includes the leader's behaviour across all levels of the organisation
- OLB includes values, behaviour, and the leader's style
- OLB involves the differentiation through distinctive leadership behaviour
- OLB involves authentic organisational leadership behaviour and trust

4. OLB has an inclusive impact (all levels of leadership):

- OLB includes the leader's behaviour across all levels of the organisation

- OLB includes and impacts all staff
5. OLB requires leadership effectiveness:
 - OLB equity is linked with organisational leadership effectiveness
 - OLB involves consistent, ongoing effective organisational leadership behaviour
 6. The impact of OLB on organisation culture:
 - OLB involves an organisational leadership culture
 - OLB influences organisation culture
 7. The integration of OLB with other brand concepts:
 - OLB is part of and impacts the organisation's brand
 - OLB includes personal leadership brand
 8. The impact of stakeholders on OLB:
 - OLB is influenced by the key stakeholder's view of an organisation's senior leadership
 - OLB requires the buy-in, support and alignment of all stakeholders
 9. The impact of OLB on organisational results (financial and non-financial):
 - OLB is recognised as important to impact business results
 - OLB includes the non-financial(NF) factors as key aspects- the value placed on the human capital aspect and leadership quality
 10. The implementation of an OLB:
 - OLB is a conscious choice
 - OLB requires the buy-in, support and alignment of all stakeholders
 - OLB can be built over time and sustained in a disciplined way

These 10 sub-concepts indicated the valid nature of organisational leadership brand (OLB) concept for South African organisations from both internal and external to an organisation's perspective. Based on these concepts it is suggested that the foundation of an organisation's leadership brand concept is the quality of leadership effectiveness across all organisational leadership levels as advocated by Ulrich and Smallwood (2012). The quality of leadership appears to be influenced by the values, behaviour and style demonstrated authentically, by the leaders. The collective quality of leadership effectiveness across the organisation influences

and appears to determine an organisation's leadership brand. The CEO and senior leadership appear to have a significant impact on an organisation's leadership brand as experienced by staff within and stakeholders external to the organisation. Organisational leadership brand is considered to play a role in influencing, and being influenced by, the culture of an organisation.

The internal and external organisational stakeholders appear to influence the emergence and evolution over time, of an organisation's leadership brand, with an emphasis on the impact of senior leaders as assessed by the external stakeholders (Ulrich & Smallwood, 2012). Furthermore, it is evident that South African organisational leaders need to consider the importance of the following local stakeholders: the government in general and government departments; communities (national and local); legislation and regulators, and organised labour (unions) (Table 6.3).

Based on the emerging theme from the interviews it appears that an organisation's leadership brand influences and is influenced in some way by the brand concepts such as a leaders' personal brand, and an organisation's brand. Although the theme of this apparent connectedness between organisational leadership brand and other brand concepts is evident, the exact nature of the interconnectedness of these relationships is not clear from the interview data.

An organisation's leadership brand is considered important, according to the views of the senior leaders interviewed, to influence the financial and non-financial results of an organisation, and for overall business success, as argued by Ulrich and Smallwood (2012).

Aligned with Ulrich and Smallwood's (2012) concept of leadership brand, according to the views of senior organisational leaders interviewed in this study, the implementation of an organisation's leadership brand is possible through a conscious decision process regarding the design and building of an organisation's leadership brand over time. The respondent's interview content also suggests that the process of formulating an organisation's leadership brand requires the appropriate involvement, support and commitment of internal and external stakeholders.

6.4.3 Summary of the main qualitative findings

Table 6.3 provides a summary list of the main qualitative findings pertaining to organisational leadership and organisational leadership brand concepts.

The identification of the *general nature and role of organisational leadership*, incorporating the challenges for and competencies of leaders of South African organisations (four main categories with sub-categories), is aligned with the discussion of the literature. Table 6.3 also provides substantive content regarding organisational leadership further to the explorative conceptual model of organisational leadership brand (see Figure 4.2).

The identification of the *nature of the organisational leadership brand concept* (comprising ten sub-concepts) was aligned with the discussion of the literature and provided substantive content for South African organisations. Furthermore, the findings confirmed and provided additional content to the formulated explorative conceptual model of organisational leadership brand (Figure 4.2).

The concept of *stakeholders* was identified as an important element in the organisational leadership brand concept. It is closely connected to both organisational leadership and organisational leadership brand, and aligned with the discussion of the literature. The sub-concepts of internal and external stakeholders for South African organisations was identified and provided further substantive content to the explorative conceptual model of organisational leadership brand.

Finally, the identification of the *OL and OLB, including stakeholders, concepts and sub-concepts*, provides the content to support the formulation of an organisational leadership brand concept model for public listed South African organisations.

Table 6.3: Summary of the main qualitative findings for the concepts of organisational leadership, organisational leadership brand and stakeholders

Organisational leadership: Competencies required of organisation leaders for South African organisations	Organisational Leadership Brand (OLB):	
1. <i>Self-leadership and values-based leadership -</i>	1. <i>The internal and external organisational perspective:</i>	8. <i>The impact of stakeholders on OLB:</i>
<ul style="list-style-type: none"> Self-awareness and self-insight 	<ul style="list-style-type: none"> OLB has an internal and external organisational perspective (inside-out impact) 	<ul style="list-style-type: none"> OLB is influenced by the key stakeholder's view of an organisation's senior leadership
<ul style="list-style-type: none"> Values-based and behaviour alignment (including the Ubuntu theme for South Africa) 	<ul style="list-style-type: none"> OLB includes the alignment of values and behaviour (inside & inside-outside) the organisation 	<ul style="list-style-type: none"> OLB requires the buy-in, support and alignment of all stakeholders
2. <i>Providing direction and solving complex problems -</i>	2. <i>The impact of the Chief Executive Officer (CEO) and senior leadership:</i>	9. <i>The impact of OLB on organisational results (financial and non financial):</i>
<ul style="list-style-type: none"> The ability to make sense of a complex environment 	<ul style="list-style-type: none"> CEOs and senior organisational leaders have significant organisational leadership brand impact both internal and external to the organisation 	<ul style="list-style-type: none"> OLB is recognised as important to impact business results
<ul style="list-style-type: none"> Strategic and systemic, innovative thinking to formulate solutions 	<ul style="list-style-type: none"> OLB is influenced by an organisation's senior team's leadership 	<ul style="list-style-type: none"> OLB includes the non financial (NF) factors as key aspects: the value placed on the human capital aspect and leadership quality
<ul style="list-style-type: none"> Change initiation; adaption and flexibility 	3. <i>Leadership values, behaviour and style:</i>	10. <i>The implementation of an OLB:</i>
<ul style="list-style-type: none"> Vision 	<ul style="list-style-type: none"> OLB includes the leader's behaviour across all levels of the organisation 	<ul style="list-style-type: none"> OLB is a conscious choice
<ul style="list-style-type: none"> General business knowledge and acumen 	<ul style="list-style-type: none"> OLB includes values, behaviour, and the leader's style 	<ul style="list-style-type: none"> OLB requires the buy-in, support and alignment of all stakeholders
3. <i>People engagement -</i>	<ul style="list-style-type: none"> OLB involves the differentiation through distinctive leadership behaviour 	<ul style="list-style-type: none"> OLB can be build over time and sustained in a disciplined way
<ul style="list-style-type: none"> Influencing and impacting others 	<ul style="list-style-type: none"> OLB involves authentic organisational leadership behaviour and trust 	Stakeholders: South African organisations
<ul style="list-style-type: none"> Emotional intelligence (EQ); interpersonal and cross cultural effectiveness 	4. <i>OLB has an inclusive impact (all levels of leadership):</i>	1. <i>External stakeholders -</i>
<ul style="list-style-type: none"> Stakeholder and relationship management 	<ul style="list-style-type: none"> OLB includes the leader's behaviour across all levels of the organisation 	<ul style="list-style-type: none"> Shareholders-investors and boards
<ul style="list-style-type: none"> Passion and inspiration 	<ul style="list-style-type: none"> OLB includes and impacts all staff 	<ul style="list-style-type: none"> Customers; clients; consumers
<ul style="list-style-type: none"> Empower staff 	5. <i>OLB requires leadership effectiveness:</i>	<ul style="list-style-type: none"> Regulators
<ul style="list-style-type: none"> Develop others 	<ul style="list-style-type: none"> OLB equity is linked with organisational leadership effectiveness 	<ul style="list-style-type: none"> Communities
<ul style="list-style-type: none"> Build confidence in others; provide support; recognise staff, and develop trust 	<ul style="list-style-type: none"> OLB involves consistent, ongoing effective organisational leadership behaviour 	<ul style="list-style-type: none"> Suppliers and partners
4. <i>Delivery of results -</i>	6. <i>The impact of OLB on organisation culture:</i>	<ul style="list-style-type: none"> Other (Government; unions; environmental agencies)
<ul style="list-style-type: none"> Measure and Deliver sustainable results; execute strategy 	<ul style="list-style-type: none"> OLB involves an organisational leadership culture 	<i>The additional emphasis placed on certain external stakeholders for South African organisations:</i>
<ul style="list-style-type: none"> Drive, energy & tenacity 	<ul style="list-style-type: none"> OLB influences organisation culture 	<ul style="list-style-type: none"> Government in general and government departments
	7. <i>The integration of OLB with other brand concepts:</i>	<ul style="list-style-type: none"> Communities (national; local)
	<ul style="list-style-type: none"> OLB is part of and impacts the organisation's brand 	<ul style="list-style-type: none"> Legislation and regulators
	<ul style="list-style-type: none"> OLB includes personal leadership brand 	<ul style="list-style-type: none"> Organised labour-Unions
		2. <i>Internal stakeholders -</i>
		<ul style="list-style-type: none"> Staff-employees
		<ul style="list-style-type: none"> The organisation

6.5 CONCLUSION

The objective of this chapter was to report on the qualitative findings in support of the research objective three and sub-objectives: to identify the elements of an organisational leadership brand for public listed South African organisations, by identifying

- 3.1 the general nature and role of organisational leadership,
- 3.2 the nature and role of organisational leadership for public listed South African organisations,
- 3.3 the general nature of the organisational leadership brand concept for public listed South African organisations.

Furthermore, to report on the profile of the qualitative sample; the basic statistical features of the qualitative data collected; and the identified concepts of organisational leadership and organisational leadership brand. The identified OL and OLB concepts and sub-concepts contributed to objective four: To formulate an organisational leadership brand concept model for public listed South African organisations. This objective will be addressed further by integrating the quantitative results in Chapter 8.

The profile of the semi-structured interview sample and data were described. Findings from the primary data extracted from company annual reports indicated the emergence of the following themes for integration into understanding the organisational leadership brand for South African organisations: training and development; staff satisfaction; corporate social responsibility (CSR); customer focus; stakeholder engagement; and corporate governance.

The qualitative semi-structured interviews with senior organisational leaders focused on investigating trends relating to the following: the general nature and role of organisational leadership; the nature and role of organisational leadership for South African organisations; the general nature of the Organisational Leadership Brand concept (OLB), and the general nature of organisational leadership brand concept for South African organisations. The reported findings indicate that the nature and role of organisational leadership was broadly described to include the need to understand the complex, fast changing global and local context, the challenge of talent management, and the management of an increasingly complex mix of stakeholders.

The organisational leadership competency themes included an emphasis on personal and values-based leadership; solving complex problems; people engagement, including stakeholders internal and external to the organisation; and the delivery of results, and these findings are aligned with the conceptualisation of organisational leadership for this study: *The cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing task and people aspects, across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, and sustaining leadership capacity, to achieve results.*

South African organisational leaders face the typical challenges of global 21st century organisational leadership and the additional challenges particular to the South African business context. These local challenges focus on the requirement for organisational leaders to integrate the aspects of ongoing transformation; the challenges of affirmative action and BEE; diversity management; the legacy of South African history regarding the oppression of its people; state legislation and regulation; the emphasis on the requirement for good governance and engaging with additional stakeholders.

Furthermore, the organisational leadership concept was identified to span the following sub-concepts (Table 6.3): *Self-leadership and values-based leadership* (Self-awareness and self-insight, Values based and behaviour alignment (including the *Ubuntu* theme for South Africa); *Providing direction and solving complex problems* (The ability to make sense of a complex environment; Strategic and systemic, innovative thinking to formulate solutions; Change initiation; adaption and flexibility; Vision; General business knowledge and acumen); *People engagement* (Influencing and impacting others; Emotional intelligence (EQ); interpersonal and cross cultural effectiveness; Stakeholder and relationship management; Passion and inspiration; Empower staff; Develop others; Build confidence in others; provide support; recognise staff; and develop trust); *Delivery of customer-focused results* (Measure and deliver sustainable results; execute strategy; Drive, energy and tenacity).

The following 10 sub-concepts identified regarding the nature of Organisational Leadership Brand (OLB) concept provide important insights relating to implications for South African organisations, including the role of local stakeholders: *The internal and external organisational*

perspective; The impact of the Chief Executive Officer (CEO) and senior leadership; Leadership values, behaviour and style; OLB has an inclusive impact (all levels of leadership); OLB requires leadership effectiveness; The impact of OLB on organisation culture; The integration of OLB with other brand concepts; The impact of stakeholders on OLB; The impact of OLB on organisational results (financial and non-financial); and the implementation of an OLB (Table 6.3).

These findings of the concept of organisational leadership for South African organisations and the 10 sub-concepts of Organisational Leadership Brand (OLB) provide the foundation, together with the findings from the discussion of the literature and alignment with the exploratory concept model of OLB (Figure 4.2), to indicate content validity of the organisational leadership brand concept for South African organisations. Furthermore, these qualitative findings regarding the nature of the organisational leadership brand concept serve as a foundation for the design of the quantitative instrument, the organisational leadership brand questionnaire for South African public listed organisations. The organisational leadership brand questionnaire forms the basis of collecting data for the quantitative aspect of the exploratory mixed method study.

Chapter 7 covers the quantitative results following the data collection, using the online organisational leadership brand questionnaire, data analysis and interpretation.

CHAPTER 7: QUANTITATIVE RESULTS

7.1 INTRODUCTION

Following the reported qualitative findings in Chapter 6 of the primary data and semi-structured interviews, and the identified content validity of the organisational leadership and organisational leadership brand concepts that formed the basis for the design of the content of the organisational leadership brand questionnaire, this chapter reports on the quantitative results.

The quantitative results are reported to address the research objectives and empirical research questions using the research methodology described in Chapter 5. The reporting of the quantitative results is structured according to the empirical research questions set in Chapter 5, as follows:

- Empirical research question 1: What is the profile of the quantitative sample?
- Empirical research question 2: What is the content of the organisational leadership brand questionnaire?
- Empirical research question 3: What are the basic statistical features of the quantitative data collected?
- Empirical research question 4: What are the psychometric properties of the survey questionnaire developed and used to collect the data on the study objectives?
- Empirical research question 5: What is the relationship between the OL and OLB concepts and sub-concepts?
- The final research questions focus on the following research objectives and sub-objectives to be achieved and these will be addressed together with the integration of qualitative findings in Chapter 8.
 - To identify the elements of an organisational leadership brand concept for public listed South African organisations; by identifying
 - the general nature and role of organisational leadership for public listed South African organisations,
 - the general nature of the organisational leadership brand concept for public listed South African organisations.
 - To formulate an organisational leadership brand concept model for public listed South African organisations.
 - To explore, statistically, an organisational leadership brand concept model for public listed South African organisations.

- “to investigate and establish an organisational leadership brand concept model for public listed South African organisations” will be considered in Chapter 8, in which the integration of the qualitative findings and quantitative results will be discussed.

7.2 EMPIRICAL RESEARCH QUESTION 1: WHAT IS THE PROFILE OF THE QUANTITATIVE SAMPLE?

Table 7.1 reflects the characteristics of the sample of 36 senior managers from public listed South African organisations, working at the senior strategic organisational level, who completed the online questionnaire.

Table 7.1: Profile of the sampled quantitative data

Frequency distributions of age, gender, race, managerial position, and experience within the organisation and experience in the current managerial position. N=36				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
<46 yrs	13	36.11	13	36.11
46–50 yrs	10	27.78	23	63.89
>50 yrs	13	36.11	36	100
Gender				
male	24	66.67	24	66.67
female	12	33.33	36	100
Race				
white	28	77.77	28	77.77
black	8	22.23	36	100
Position level				
CEO/Executive Director	15	41.67	15	41.67
Executive/Senior Management	21	58.33	36	100
Experience in current organisation				
< 8yrs	12	33.33	12	33.33
8–12 yrs	8	22.22	20	55.56
>12 yrs	16	44.44	36	100
Experience in current position				
< 4yrs	15	41.67	15	41.67
4–7 yrs	12	33.33	27	75
>7 yrs	9	25	36	100

The sampled respondents at senior organisational levels of chief executive officer, executive director, executives and senior managers, are generally equally distributed over the various age categories of the respondents. The participants reflect significant organisational experience in their current organisation and position. Representation spans the following: gender and race, with a relative weighting towards white males.

Table 7.2 reflects the sample of participants' public listed South African organisations, representing a number and cross section of industries. The relative dominant participation was across the financial services-banking, retail, mining and manufacturing sectors.

Table 7.2: Sample of organisations across industries – quantitative data

Organisations–Industry				
Industry	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Banks/Financial services	8	22.22	8	22.22
Insurance	1	2.78	9	25.00
Manufacturing	4	11.11	13	36.11
Retail	8	22.22	21	58.33
Construction	1	2.78	22	61.11
Mining	6	16.67	28	77.78
Hospitality	1	2.78	29	80.56
Logistics	2	5.56	31	86.12
Medical	2	5.56	33	91.68
Services	3	8.33	36	100.00

7.3 EMPIRICAL RESEARCH QUESTION 2: WHAT IS THE CONTENT OF THE ORGANISATIONAL LEADERSHIP BRAND QUESTIONNAIRE?

The categories and item statements included in the questionnaire were selected based on the qualitative and literature findings to probe specific categories of organisational leadership and

organisational leadership brand, including stakeholders. The qualitative findings from Chapter 6 regarding the nature of the organisational leadership concept comprised the following:

- 18 sub-categories of the general nature and role of organisational leadership;
- 11 sub-categories of challenges for leaders;
- Four categories of the competencies required of leaders for South African organisations; and
- Sub-categories of internal and external stakeholders relevant to the leaders of South African organisations.

The qualitative findings from Chapter 6 regarding the nature of the Organisational Leadership Brand (OLB) concept comprised the following:

- 10 concept themes of the nature of the Organisational Leadership Brand (OLB) concept for South African organisations.

The qualitative findings assisted with the grouping of questionnaire items to represent the organisational leadership and organisational leadership brand concepts, including stakeholders. The questionnaire design addressed the concepts of organisational leadership, organisational leadership brand and stakeholders. See appendix 9 for the online leadership brand questionnaire and appendix 10 for the questionnaire items that comprise each concept. The construct validity cannot be statistically tested since working with the senior representatives of a small group of large companies makes it logistically impossible to get a large enough sample. The focus of the exploratory research is qualitative.

Following the data collection from the 36 respondents, the various concepts' items comprising organisational leadership that were analysed covered the following (a more detailed description follows on page 261):

- Thinking and general organisational leadership
- Values (organisational values)
- People engagement
- An organisation that delivers results

The various concepts of organisational leadership brand and stakeholder items that were analysed covered the following:

- The nature of organisational leadership brand
- The importance of organisational leadership brand
- The link to other brand concepts

- Employees as internal stakeholders
- Senior leadership as internal stakeholders
- External stakeholders that directly affect the organisation
- External stakeholders that indirectly affect the organisation.

A more comprehensive description as to the meaning for each of the above concepts is provided below and explained via the questionnaire statements in the composite frequency tables (Tables 7.3 to 7.12). Each composite table comprises the composite frequencies and Chi-Square test statistic for each of the organisational leadership and organisational leadership brand concepts.

The description of the meaning of the organisational leadership concepts as indicated above are as follows:

- *Thinking and general effective organisational leadership*: this involves the problem solving involved in formulating and implementing strategy and leadership at all organisational levels, and includes managerial competence, initiating and driving change, adapting to different situations, building leadership capability, and influencing organisational culture (general leadership effectiveness);
- *Values perception*: the alignment of organisational values and leadership behaviour, including ethical behaviour and the continuous learning by leaders;
- *People-perception*: the general leadership engagement with staff including a collaborative style, a team approach, staff development, and the empowerment of staff; and
- *Organisation that delivers results*: the development of a high performance culture through consistent effective leadership that delivers customer-focused results and enhances the organisation's share price.

The description of the organisational leadership brand and stakeholders concepts as indicated above is as follows:

- *The nature of organisational leadership brand*: the general effectiveness of leadership across the organisation, with an inward and outward focus; leadership brand as a conscious choice; and leadership effectiveness impacts on the ongoing development of an organisation's leadership brand;
- *The importance of organisational leadership brand*: the contribution of organisational leadership brand to assist, the enhancement and achieve an organisation's objectives; to

assist positively to differentiate an organisation from competitors; and to enhance an organisation's value;

- *The link to other brand concepts:* the relationship of organisational leadership and leadership brand to the brand concepts of organisational brand, employer brand, personal leadership brand, and the organisation's product brands;
- *Employees as internal stakeholders:* this involves the influence that an organisation's employees, senior leadership, chief executive officer and the boards have on the organisational leadership brand;
- *Senior leadership as internal stakeholders:* this comprises the senior leadership and chief executive officer's influence on organisational leadership brand;
- *External stakeholders that directly affect the OLB:* this comprises the influence of the customer-consumer, investors, suppliers, and strategic partners on the organisational leadership brand;
- *External stakeholders that indirectly affect the OLB:* this involves the influence of government, legislation, BEE, regulators, environmental agencies, unions, and communities on an organisation's leadership brand.

7.4 EMPIRICAL RESEARCH QUESTION 3: WHAT ARE THE STATISTICAL FEATURES OF THE QUANTITATIVE DATA COLLECTED?

The following statistical analyses were conducted on the data to obtain a general overview of the respondent views relating to organisational leadership and organisational leadership brand:

- Composite one-way frequency tables and chi-square tests, and
- Pearson's correlation coefficients.

All the statistical analysis were conducted with the SAS (Statistical Analysis System) version 9.1 (SAS, 1999).

7.4.1 Composite one-way frequency tables and chi-square tests

The composite one-way frequency tables and chi-square tests formed the initial analysis to obtain a general overview of the respondent views relating to organisational leadership, organisational leadership brand and stakeholders. Tables 7.3 – 7.12 provide a general overview of respondent views. Table 7.11 for example, presents the agreement view of respondents on the role of internal stakeholders in organisational leadership brand, indicates that respondents

were generally positive (the frequency-counts on the agreement categories for all questions were substantially greater than the two 'not in agreement' categories) on all statements probed on this concept. In general, the response distributions of all statements indicated that respondents were positive towards the importance of the role of internal stakeholders, in developing organisational leadership brand.

Furthermore, Fischer's exact probability associated with the chi-square statistic of 58.693, which was calculated for Table 7.11, was less than 0.001, indicating statistical significance on the 0.1% level of significance, which is highly significant. Statistical significance in this instance implies that respondents did *not* view all statements in the same way, and some of the statements were viewed differently from other statements (proportionately more "strongly in agreement", or more "in agreement"). Cell chi-square values indicated for each cell of Table 7.11, suggest that views regarding the item numbered as brand 4: "the CEO of SA organisations has a major impact on shaping an organisation's leadership identity (brand)" and item brand 5: "The boards of SA organisation have a major impact on shaping an organisation's leadership identity (brand), differed significantly from one another (these two statements have large cell chi-square values in the agreement and disagreement categories).

This analysis assisted with gaining an initial general overview of the respondent views. Tables 7.3 to 7.12 indicate a brief per item agreement description of the questionnaire responses, and detailed item statements are listed in Appendix 9.

Table 7.3 which follows, lists the frequency counts, Chi-square statistic and the cell chi-square values indicated for each agreement rating cell each relevant question and describes *the concept of thinking and general effective organisational leadership to include the following*: the problem solving involved in formulating and implementing strategy; leadership at all organisational levels; and includes managerial competence, initiating and driving change, adapting to different situations, building leadership capability, and influencing organisational culture.

Table 7.4 lists the frequency counts, Chi-square statistic and the cell chi-square values indicated for each agreement rating cell for each relevant question and describes *the concept of values perception* to include the alignment of organisational values and leadership behaviour, including ethical behaviour and continuous learning by leaders.

Table 7.3: Composite frequency table of and chi-square test on items that comprise the *thinking and general leadership effectiveness* concept

Construct of thinking, problem solving, strategising , general leadership effectiveness	Agreement rating				Total
	Disagree	Undecided	Agree	Strongly agree	
Frequency; Cell Chi-Square; Row Pct					
providing direction, OLq1	1 0.1667 2.78	1 0 2.78	19 0.2353 52.78	15 0.3141 41.67	36
implement strategy, OLq2	1 0.1667 2.78	2 1 5.56	14 0.5294 38.89	19 0.1603 52.78	36
understand changing context, OLq3	0 0.6667 0.00	0 1 0.00	18 0.0588 50.00	18 0.0256 50.00	36
leadership, organisation levels, OLq6	3 0.1345 8.33	4 0.4571 11.11	17 0.2709 47.22	12 0.0286 33.33	36
sound managerial competence, OLq7	3 0.1345 8.33	2 0.2571 5.56	21 0.1524 58.33	10 0.1786 27.78	36
consider/adapt to situations, OLq9	0 2.4286 0.00	1 1.2071 2.78	24 1.1524 66.67	11 0.0161 30.56	36
initiate/drive change, OLq11	3 0.1345 8.33	2 0.2571 5.56	20 0.0265 55.56	11 0.0161 30.56	36
build organisational leadership capacity, OLq24	1 0.8403 2.78	4 0.4571 11.11	18 0.0857 50.00	13 0.2161 36.11	36
influence organisational culture, Olq25	2 0.0756 5.56	4 0.4571 11.11	21 0.1524 58.33	9 0.5161 25.00	36
customer-focused leadership, Olq26	5 2.7227 13.89	3 0.0071 8.33	14 1.4487 38.89	14 0.5786 38.89	36
Fisher's exact probability (Chi-sq statistic =14.4095) = 0.7020 n.s.					

Table 7.4: Composite frequency table of and chi-square test on items that comprise the values concept

Concept of sound values and business ethics	Agreement rating					Total
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	
Frequency; Cell Chi-Square; Row Pct						
alignment of organisation values, OLq5	0 0.3333 0.00	3 0.1905 8.33	4 0.0952 11.11	14 0.1159 38.89	15 0.2083 41.67	36
ethical values & behaviour, OLq8	1 1.3333 2.78	0 2.3333 0.00	5 0.0238 13.89	16 0.029 44.44	14 0.0333 38.89	36
Need to build leadership capacity, OLq24	0 0.3333 0.00	1 0.8403 2.78	4 0.4571 11.11	18 0.0857 50.00	13 0.2161 36.11	36
personal leadership development, OLq23	0 0.3333 0.00	4 1.1905 11.11	5 0.0238 13.89	16 0.029 44.44	11 0.4083 30.56	36
Total	1	7	14	46	40	108
Fisher's exact probability (Chi-sq statistic =6.6811) = 0.6106 n.s.						

Table 7.5 lists the frequency counts, Chi square statistic, and the cell chi-square values indicated for each agreement rating cell for the relevant questions and describe the concept of *people interaction to include the following*: the general leadership engagement with staff including a collaborative style, a team approach, staff development, and the empowerment of staff. However, it appears that some ambivalence is expressed regarding the respondents view regarding the item: "Ubuntu inspired approach to leadership"

Table 7.6 lists the frequency counts, Chi square statistic, and the cell chi-square values indicated for each agreement rating cell for the relevant questions and describes the *concept of an organisation that delivers results to include the following*: the development of a high performance culture through consistent effective leadership that delivers customer-focused results and enhances the organisation's share price.

Table 7.5: Composite frequency table of and chi-square test on items that constitute the organisation – people engagement concept

Concept: <i>organisation people engagement</i>	Agreement rating					Total
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	
Frequency; Cell Chi-Square; Row Pct						
Ubuntu approach to leadership, OLq12	1 0.1286 2.78	9 11.229 25.00	10 3.0414 27.78	12 0.6 33.33	4 4.8035 11.11	36
inspire, positively impact people, OLq13	1 0.1286 2.78	4 0.2613 11.11	3 1.3517 8.33	18 0.6 50.00	10 0.1719 27.78	36
empowerment of others, OLq14	1 0.1286 2.78	1 1.4226 2.78	6 0.0069 16.67	12 0.6 33.33	16 1.8561 44.44	36
employee learning/development, OLq15	0 0.7 0.00	1 1.4226 2.78	3 1.3517 8.33	16 0.0667 44.44	16 1.8561 44.44	36
build teams, challenge status quo, OLq18	1 0.1286 2.78	5 1.1645 13.89	6 0.0069 16.67	15 0 41.67	9 0.5053 25.00	36
engage effectively, employees, OLq19	1 0.1286 2.78	3 0.0032 8.33	5 0.1103 13.89	12 0.6 33.33	15 1.1368 41.67	36
follow collaborative style, OLq20	1 0.1286 2.78	3 0.0032 8.33	8 0.8345 22.22	17 0.2667 47.22	7 1.6982 19.44	36
follow team approach, OLq21	1 0.1286 2.78	1 1.4226 2.78	6 0.0069 16.67	17 0.2667 47.22	11 0.014 30.56	36
recognise employee contribution, OLq22	0 0.7 0.00	1 1.4226 2.78	7 0.2483 19.44	13 0.2667 36.11	15 1.1368 41.67	36
management, external stakeholders, OLq27	0 0.7 0.00	3 0.0032 8.33	4 0.5586 11.11	18 0.6 50.00	11 0.014 30.56	36
Total	7	31	58	150	114	360
Fisher's exact probability (Chi-sq statistic= 45.9317) = 0.11 ns						

Table 7.6: Composite frequency table of and chi-square test on items that constitute the *customer-focused results* concept

Concept: customer-focused results Frequency; Cell Chi-Square; Row Pct	Agreement rating				Total
	Disagree	Undecided	Agree	Strongly agree	
consistent display, leadership behaviour, OLq4	2 0.0182 5.56	5 0.1524 13.89	12 0.6 33.33	17 0.3945 47.22	36
aligning processes, customer results, OLq10	3 0.2909 8.33	4 0.0095 11.11	17 0.266 7 47.22	12 0.463 33.33	36
develop high performance culture, OLq16	4 1.4727 11.11	3 0.3429 8.33	13 0.266 7 36.11	16 0.1342 44.44	36
confront challenges, take decisions, OLq17	1 0.6545 2.78	2 1.1524 5.56	19 1.066 7 52.78	14 0.0247 38.89	36
influence organisation's share price, OLq28	1 0.6545 2.78	7 1.8667 19.44	14 0.066 7 38.89	14 0.0247 38.89	36
Total	11	21	75	73	180
Fisher's exact probability (Chi-sq statistic =9.9225) = 0.6228 n.s.					

Table 7.7 lists the frequency counts, Chi square statistic, and the cell chi-square values, indicated for each agreement rating cell for the relevant questions, and describes the concept: the *nature of organisational leadership brand* which comprises the general effectiveness of leadership competence across the organisation, with an inward and outward focus on OLB; the display of ethical and authentic leadership behaviour; OLB being affected by the culture of an organisation. The frequency counts from Table 7.7 point to relative indecision regarding both the aspects of OLB being considered as a conscious choice (item: NOLBq4), and OLB being developed over time (item: NOLBq5).

Table 7.7: Composite frequency table of and chi-square test on items that comprise the nature of organisational leadership brand concept

Concept: <i>Nature of Organisational Leadership Brand</i> (NOLB) Frequency; Cell Chi-Square; Row Pct	Agreement rating					Total
	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	
SA leaders determine Organisational brand, NOLBq1	0 0.2 0.00	4 1.719 11.11	4 0.5143 11.11	17 0.0092 47.22	11 0.463 30.56	36
SA leaders: Brand of leadership, NOLBq2	0 0.2 0.00	3 0.3857 8.33	2 0.2286 5.56	26 4.2506 72.22	5 5.3519 13.89	36
Leadership competence, cornerstone, OL Brand, NOLBq3	0 0.2 0.00	1 0.5762 2.78	1 1.1571 2.78	19 0.1471 52.78	15 0.1667 41.67	36
Organisation's choose leadership brand type, NOLBq4	1 3.2 2.78	4 1.719 11.11	9 13.729 25.00	13 1.1126 36.11	9 1.5 25.00	36
Organisation's develop leadership brand strength over time, NOLBq5,	1 3.2 2.78	5 4.0048 13.89	3 0.0143 8.33	15 0.331 41.67	12 0.1667 33.33	36
Effective Organisational leadership: inward/outward focus, NOLBq6	0 0.2 0.00	0 2.1 0.00	2 0.2286 5.56	17 0.0092 47.22	17 0.9074 47.22	36
Strong OL Brand. requires effective leadership, NOLBq7	0 0.2 0.00	2 0.0048 5.56	1 1.1571 2.78	17 0.0092 47.22	16 0.463 44.44	36
OL Brand-development, effective leadership whole organisation, NOLBq8	0 0.2 0.00	1 0.5762 2.78	2 0.2286 5.56	20 0.3885 55.56	13 0.0185 36.11	36
OL-Brand.: affected ethics/authenticity leadership, NOLBq9	0 0.2 0.00	0 2.1 0.00	1 1.1571 2.78	14 0.6644 38.89	21 4.1667 58.33	36
OL culture affects OL Brand, NOLBq10	0 0.2 0.00	1 0.5762 2.78	3 0.0143 8.33	16 0.1126 44.44	16 0.463 44.44	36
Total	2	21	28	174	135	360
Fisher's exact probability (Chi-sq statistic =60.8916) = 0.0046**						

Table 7.8 lists the frequency count and the cell chi-square values indicated for each cell for the findings and confirms *the importance of organisational leadership brand*: the contribution of organisational leadership brand to assist with the achievement of an organisation’s objectives; to assist differentiate an organisation from competitors and create competitive advantage; and enhance an organisation’s value.

Table 7.8: Composite frequency table of and chi-square test on items that comprise the importance of organisational leadership brand concept

Concept: <i>Importance of organisational leadership brand</i>	Agreement rating					Total
	Strongly disagree	Disagree	Un decided	Agree	Strongly agree	
Frequency; Cell Chi-Square; Row Pct						
OL strength critical for organisational success, leadership brand, IOLB q1	0 0.125 0.00	1 0.0833 2.78	1 0.9 2.78	8 3.8135 22.22	26 4.9343 72.22	36
OL important, achieve business objective, IOLB q2	0 0.125 0.00	0 0.75 0.00	2 0.1 5.56	12 0.8929 33.33	22 1.5565 61.11	36
OL shapes organisation’s climate/culture, IOLB q3	0 0.125 0.00	0 0.75 0.00	1 0.9 2.78	14 0.1944 38.89	21 1.0083 58.33	36
SA OL-brand differentiate from competitors, IOLB q4	0 0.125 0.00	1 0.0833 2.78	1 0.9 2.78	18 0.3214 50.00	16 0.0454 44.44	36
SA OL-brand create competitive advantage, IOLB q5	0 0.125 0.00	1 0.0833 2.78	2 0.1 5.56	18 0.3214 50.00	15 0.2083 41.67	36
SA OL-brand enhance organisation’s share price, IOLB q6	0 0.125 0.00	3 6.75 8.33	3 0.1 8.33	16 0.004 44.44	14 0.4898 38.89	36
Business value, OL-brand can increase-/decrease, IOLB q7	0 0.125 0.00	0 0.75 0.00	2 0.1 5.56	25 5.4325 69.44	9 3.675 25.00	36
Should measure business value OL-brand, IOLB q8	1 6.125 2.78	0 0.75 0.00	8 12.1 22.22	15 0.0357 41.67	12 1.4083 33.33	36
Total	1	6	20	126	135	288
Fisher’s exact probability (Chi-sq statistic =56.5418) <0.0001***						

Table 7.9 lists the frequency counts, Chi square statistic, and the cell chi-square values, indicated for each agreement cell rating, and describe *the link to other brand concepts* comprising: the relationship of organisational leadership and leadership brand to the brand concepts of organisational brand, employer brand, personal leadership brand, with relative ambivalence expressed regarding the link with the organisation’s product brands.

Table 7.9: Composite frequency table of and chi-square test on items that comprise the connection to other brand concepts

Concept: Connection to other Brand concepts (CB) Frequency; Cell Chi-Square Row Pct	Agreement rating					Total
	Strongly disagree	Disagree	Un decided	Agree	Strongly agree	
Nature OL influence organisation’s brand, CB q1	0 0.1667 0.00	0 1 0.00	3 0.3205 8.33	18 0.2079 50.00	15 0.1364 41.67	36
Nature OL can enhance organisation’s brand, CB q2	0 0.1667 0.00	2 1 5.56	2 0.0128 5.56	14 0.2904 38.89	18 0.1364 50.00	36
Nature OL can influence organisation’s employer brand, CB q3	0 0.1667 0.00	0 1 0.00	1 0.6282 2.78	23 2.8883 63.89	12 1.2273 33.33	36
Unethical L–practice negative effect organisation’s brand, CB q4	1 4.1667 2.78	0 1 0.00	0 2.1667 0.00	7 5.1976 19.44	28 8.0152 77.78	36
Nature OL influence organisation’s product brand(s), CB q5	0 0.1667 0.00	3 4 8.33	6 6.7821 16.67	17 0.043 47.22	10 2.5606 27.78	36
Effective OL: align personal leadership in organisation, CB q6	0 0.1667 0.00	1 0 2.78	1 0.6282 2.78	18 0.2079 50.00	16 0.0152 44.44	36
Nature OL can enhance organisation’s employer brand, CB q7	0	0	9 (5.56)	19 (52.7)	15 (41.67)	36
Total	1	6	13	97	99	216
Fisher’s exact probability (Chi-sq statistic = 44.46) < 0.0001***						

Tables 7.10 to 7.12 list the frequency counts, Chi-square statistic, and the cell chi-square values indicated for each agreement cell rating relating to the consideration of the *influence of stakeholders* on organisational leadership brand. Tables 7.10 to 7.12 list the frequency counts, Chi-square statistic, and the cell chi-square values indicated for each agreement cell rating relating to the consideration of the *influence of stakeholders* on organisational leadership brand.

Table 7.10 lists the frequency counts, Chi-square statistic, and the cell chi-square values indicated for each agreement cell rating and describes the *relevance of internal and external stakeholders* for Organisational Leadership Brand (OLB) and comprises: the management of stakeholders impacts on OLB; all stakeholders are considered important; and different industries have a relative emphasis on the mix of stakeholders.

Table 7.10: Composite frequency table of and chi-square test on items that comprise the *general internal/external stakeholders' concept*

General view of internal/external Stakeholders Frequency; Cell Chi-Square Row Pct	Agreement rating				Total
	Disagree	Undecided	Agree	Strongly agree	
Stakeholder management impacts OL-brand, SH q20	1 0.2667 2.78	1 0.5 2.78	25 0.5128 69.44	9 0.2604 25.00	36
Industries: varying importance stakeholders, SH q21	1 0.2667 2.78	3 0.5 8.33	21 0.0205 58.33	11 0.0104 30.56	36
All stakeholders impact strength OL-brand, SH q22	3 1.0667 8.33	2 0 5.56	19 0.3282 52.78	12 0.1667 33.33	36
Total	5	6	65	32	108
Fisher's exact probability (Chi-sq statistic =3.8990) = 0.6903 n.s.					

Table 7.11 lists the frequency counts, Chi-square statistic, and the cell chi-square values, indicated for each agreement cell rating and describes *employees as internal stakeholders* which comprises: the influence of an organisation's employees, senior leadership, chief executive officer and the boards on the OLB; and *senior leadership as internal stakeholders* which comprises the senior leadership and chief executive officer's influence on OLB.

Table 7.11: Composite frequency table of and chi-square on items that comprise the stakeholders internal to the organisation concept

Concept: views regarding <i>internal stakeholders</i>	Agreement rating					Total
Frequency; Cell Chi-Square Row Pct	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	
All employees impact on OL-brand., SH q1	0 0.1667 0.00	8 8.3333 22.22	6 3.5392 16.67	20 0.1216 55.56	2 7.8478 5.56	36
All employees are organisational-brand ambassadors, SH q2	0 0.1667 0.00	1 1.3333 2.78	1 1.1863 2.78	24 1.6351 66.67	10 0.1957 27.78	36
Strength OL-brand influenced employee-commitment, SH q4	0 0.1667 0.00	2 0.3333 5.56	2 0.2451 5.56	23 1.0946 63.89	9 0.5435 25.00	36
CEO SA-organisations impact on OL-brand, SH q5	0 0.1667 0.00	0 3 0.00	2 0.2451 5.56	11 3.0405 30.56	23 11.5 63.89	36
Boards SA-organisations impact on OL-brand, SH q6	1 4.1667 2.78	6 3 16.67	5 1.6569 13.89	13 1.6351 36.11	11 0.0217 30.56	36
Senior leadership impacts on OL-brand, SH q7	0 0.1667 0.00	1 1.3333 2.78	1 1.1863 2.78	20 0.1216 55.56	14 0.5435 38.89	36
Total	1	18	17	111	69	216
Fisher's exact probability (Chi-sq statistic = 58.6930) < 0.0001***						

Table 7.12 lists the frequency counts, Chi-square statistic, and the cell chi-square values, indicated for each agreement rating cell describes *external stakeholders that directly affect the OLB* which comprises: the influence of the customer-consumer, investors, suppliers, and strategic partners on the organisational leadership brand; and *external stakeholders that indirectly affect the OLB* which comprises the influence that the government, regulators-legislation, BEE standing, environmental agencies, unions, and communities have on an organisation's organisational leadership brand. Based on the frequency count (Table 7.12) however, it is apparent that the respondent's appear relatively undecided regarding the influence of the external stakeholders: government; BEE and unions.

Table 7.12: Composite frequency table of and chi-square test on items that comprise the stakeholders external to the organisation concept

Concept: <i>external to organisation stakeholders</i> SHE						Total
Frequency; Cell Chi-Square ;Row Pct	Strongly disagree	Disagree	Un decided	Agree	Strongly agree	
Management external stakeholders affect OL-Brand, SHEq3	0 0.0769 0.00	2 0.2915 5.56	4 0.0337 11.11	23 1.2476 63.89	7 1.1031 19.44	36
Organisation's BEE creditability impact on OL-Brand. Sheq8	0 0.0769 0.00	8 8.8178 22.22	12 13.227 33.33	12 2.1295 33.33	4 3.9254 11.11	36
OL strength: deliver, customers' expectations, SHE q9	0 0.0769 0.00	2 0.2915 5.56	2 1.2969 5.56	22 0.7793 61.11	10 0.0142 27.78	36
OL strength: deliver, investors' expectations, She q10	0 0.0769 0.00	1 1.2652 2.78	2 1.2969 5.56	15 0.5725 41.67	18 5.5846 50.00	36
Shareholders impact value SA organisations, She q11	0 0.0769 0.00	2 0.2915 5.56	3 0.4372 8.33	20 0.1717 55.56	11 0.0365 30.56	36
Government impact success SA organisations, She q12	0 0.0769 0.00	10 17.134 27.78	8 2.9811 22.22	8 5.7413 22.22	10 0.0142 27.78	36
Unions impact SA organisation's success, She q13	1 11.077 2.78	8 8.8178 22.22	3 0.4372 8.33	17 0.0831 47.22	7 1.1031 19.44	36
SA organisations: consider communities stakeholders, She q14	0 0.0769 0.00	1 1.2652 2.78	2 1.2969 5.56	21 0.4206 58.33	12 0.2513 33.33	36
OL-Brand impacts relationship customer, Sheq15	0 0.0769 0.00	1 1.2652 2.78	0 4.3846 0.00	22 0.7793 61.11	13 0.6587 36.11	36
OL-Brand impacts relationship suppliers, Sheq16	0 0.0769 0.00	2 0.2915 5.56	4 0.0337 11.11	19 0.0325 52.78	11 0.0365 30.56	36
Regulators important organisational stakeholders, Sheq17	0 0.0769 0.00	0 2.9231 0.00	7 1.5601 19.44	18 0.0029 50.00	11 0.0365 30.56	36
OL-Brand impact relation organisation's partners, Sheq18	0 0.0769 0.00	0 2.9231 0.00	1 2.6127 2.78	19 0.0325 52.78	16 3.0365 44.44	36
OL-Brand impacts environmental agencies, She q19	0 0.0769 0.00	1 1.2652 2.78	9 4.8583 25.00	21 0.4206 58.33	5 2.792 13.89	36
Total	1	38	57	237	135	468

Fisher's exact probability (Chi-sq statistic = 124.3043) < 0.0001***

At this stage of the analysis, the need to condense the results into more manageable proportions was required. To this end the requirement for more compact results on the views of respondents motivated the next step in the analysis strategy, namely: validating internal consistency reliability of the above defined concepts; and re-arranging questionnaire statements if required; calculation of concept scores; and evaluating the views on organisational leadership and organisational leadership brand issues via the respondent views on concepts as an entity (for those listed above in Tables 7.3 to 7.12) as opposed to individual questionnaire responses. The analysis to investigate the internal consistency reliability of the above defined concepts is dealt with in section 7.5.

7.5 EMPIRICAL RESEARCH QUESTION 4: WHAT ARE THE PSYCHOMETRIC PROPERTIES OF THE SURVEY QUESTIONNAIRE USED TO COLLECT THE DATA ON THE STUDY OBJECTIVES?

This section discusses scale reliability testing conducted on subsets of questionnaire item agreement responses to verify internal consistency reliability of the concepts described by each subset of questionnaire items.

The rationale for conducting scale reliability testing is as follows: Scale reliability testing and calculation of concept scores per respondent and mean concept scores (Internal consistency reliability-Cronbach alpha coefficient) were calculated on the questionnaire.

The composite tables presented in the preceding section reflect the frequency distributions of questionnaire items associated with the various organisational leadership (OL) and organisational leadership brand (OLB) concepts including stakeholders. Although each of these tables provides an initial exploratory overview of respondents' views regarding particular sub-concepts of OL and OLB, the tables do, however, not reflect summative perception-measures of the particular concepts. In a sense the vast amount of information presented in the composite tables seems to obscure the evaluation of the various sub-concepts of OL and OLB which it purports to evaluate. The further use in the analysis of concepts that were identified and described from the qualitative findings required a composite score analyses. This composite score must be reliable and, therefore, the reliability test is required. Therefore, the need for 'dimensionality reduction' is apparent, which means instead of reporting on 77 individual

questionnaire items (Appendix 10), the rest of the analysis deals with 11 sub concepts (described below from page 261), and thus the term 'dimensionality reduction'.

An important step in the analysis strategy, therefore, centres on the development of a rule (or summative perception measure or scale) that measures how each respondent viewed each sub-concept of OL or OLB, including stakeholders that was probed (the mean will be calculated for the items that are contained in a concept). To this effect, the calculation of a 'rule' or perception-measure is based on the agreement responses of the subset of questionnaire items associated with a particular sub-concept (as listed in the preceding section and illustrated in the Tables 7.3 to 7.12).

However, the applicability of these proposed rules or scales (perception measures) as indicators of respondents' views on the various sub-concepts has to be evaluated before summative perception measures can be calculated. To this effect a form of reliability testing, referred to as internal consistency reliability was, therefore, conducted on the response ratings of subsets of questionnaire items that describe any particular concept. If internal consistency reliability is established for OL or OLB concepts, it implies that the subsets of questionnaire items within that particular sub-concept contribute towards explaining the concept and, therefore, that the rule or summative perception measure (calculated from these agreement-responses), measures reliably what it purports to measure. Internal consistency reliability, therefore, contributes towards the integrity of the research and ensures that valid and reliable scores can be used for analysis. Scale reliability testing can also be described as follows: it is a valuable statistical technique, according to De Vos et al. (2011:177-178) that is often applied to determine whether responses to subsets of questionnaire items, which have been grouped together to describe a construct or aspect of the topic under investigation; truly contribute towards explaining that aspect.

The analysis technique of internal consistency reliability, according to Cronbach and Shavelson (2004) and De Vos et al. (2011:177), which is also referred to as item-analysis, calculates a coefficient, Cronbach alpha, as part of the statistical analysis output. The value of the Cronbach alpha-coefficient acts as an indicator of internal consistency reliability. An alpha-value in the region of, or greater than 0.7, is regarded as indicative of internal consistency reliability (Nunnally, 1978; StatSoft, 2011). Summary results of scale reliability testing conducted on the OL and OLB concepts and sub-concepts are presented in Table 7.13.

Once internal consistency reliability has been established for the subset of questionnaire-items explaining a particular sub-concept, a measure, or scale of perception can be calculated to clarify meaning in the data. For each respondent the perception measure is usually calculated as the mean value of agreement ratings for the subset of questionnaire items within a particular sub-concept that was reliable. Unreliable items were removed and not used as part of the calculation of the mean or composite score. The calculated means of respondents are referred to as scores (or rule, or scale). The advantage of using the average value of agreement ratings for each respondent as a perception-measure is that the agreement rating scale or Likert rating scale used in the questionnaire applies to the score values as well. Analyses conducted on the score values and commented on in subsequent sections can be interpreted according to the Likert agreement protocol (1 indicates strong disagreement and 5 indicates strong agreement).

The scale reliability testing results follow below: Item analyses were, therefore, performed on each set of questionnaire item responses for the concepts listed in section 7.3.1. The results of the individual analyses (one row presents the summary results of a single analysis for a sub-concept) are reported in Table 7.13. The table also presents the overall sub-concept mean scores.

The deduction regarding the internal consistency reliability and calculation of scores follows:

The fact that all the Cronbach alpha coefficients - except for the sub-concept of '*internal stakeholders-staff*' (0.59) - were in the region of 0.7 or greater than 0.70, established internal consistency reliability for the OL and OLB constructs and sub-constructs. At this point it could be assumed that perception measures to be derived from the respective subsets of questionnaire items responses (that comprise the concept and sub-concepts of OL and OLB) would be reliable and would describe perceptions regarding each concept and sub-concept: i.e. the measures of these concepts and sub-concepts would reliably measure what it is supposed to measure. The respective sets of scores (OL and OLB sub-/constructs) were calculated for each respondent as the mean rating of agreement responses to the questions probing an aspect of OL or OLB and used in subsequent analyses to represent perceptions on the issues described by these concepts. For example the last column of Table 13 presents the overall mean perception scores for the various concepts and sub-concepts and reflects respondents' general views on these aspects.

The various qualitatively validated concepts and sub-concepts are described in more detail in the section that follows.

Table 7.13: Verification of the questionnaire’s internal consistency reliability

Summary results of scale reliability testing conducted on subsets of questionnaire item responses representing organisational leadership (OL) and organisational leadership brand (OLB) concepts to verify internal consistency reliability of the sub-concepts and concepts. Each row in the table presents results of an analysis. Cronbach alpha coefficients, questionnaire items included, removed and reversed in the analysis are indicated in columns 2 to 4 of the table. Overall concept mean scores and standard deviations are reported in the last column.					
Concepts	Items	Items reversed	Items omitted	Standardised Cronbach alpha*	Mean concept score (Standard deviation)
Organisational Leadership (OL)					
Thinking & general leadership effectiveness	OLq1,3,6,7,9,11, 24, 25, 26		q2	0.82	4.17 (0.49)
Values	OLq5,8,23,24		-	0.85	4.11 (0.74)
People engagement	OLq12 to 15,18 to 22, 27	-	-	0.92	4.21 (0.58)
Results-focused	OLq2,4, 10, 16 ,17	-	q28	0.82	4.22 (0.65)
Organisational Leadership Brand (OLB)					
Nature of OLB	NOLBq1 to 10	-	-	0.78	4.16 (0.46)
Importance of OLB	iOLBq1 to 8	-	-	0.88	4.35 (0.51)
Connection with other brands	CBq1 to 3, 5 ,6, 7		q4	0.85	4.27 (0.52)
Organisational Leadership Brand (OLB) and Stakeholders (SH)					
Internal SH: staff-employees	SHq1,3,4			0.59	3.91 (0.56)
Internal SH: senior leadership	SHq5 to 7			0.70	4.21 (0.65)
External SH, Direct Impact	SHq9, 10, 11, 15, 16, 18			0.81	4.24 (0.55)
External SH, Indirect Impact	SHq8, 12 13, 14, 17, 19			0.65	3.76 (0.55)
General Stakeholder management	SHq1, 14, 15, 16	-	-	0.82	4.10 (0.58)

The OL concept comprises the following sub-concepts and questionnaire items (the item numbers correspond with the items from Table 7.13 and are listed in Appendix 10; and provided in brackets behind each item):

- *Thinking and general leadership effectiveness* (9 items):

Effective organisational leadership for South African organisations is characterised by -

1. Providing direction through establishing mission, vision and strategy alignment (1)
2. The understanding of a changing complex global and local context and implications for business (3)
3. Leadership at all organisation levels (6)
4. Sound managerial competence (7)
5. The consideration of and adapting to different situations (9)
6. The initiation and driving of change (11)
7. The need to build ongoing organisational leadership capacity (24)
8. Influencing an organisation's culture (25)
9. A customer-focused leadership orientation (26).

- *Values* (Four items):

Effective organisational leadership for South African organisations is characterised by -

1. The alignment of organisation values and the authentic behaviour of leaders (5)
2. Ethical values and behaviour (8)
3. Continuous personal leadership learning and development (23)
4. The need to build ongoing organisational leadership capacity (24).

- *People engagement* (10 items):

Effective organisational leadership for South African organisations is characterised by -

1. An Ubuntu inspired approach to leadership (12)
2. Passion, inspiring, influencing to positively impact people (13)
3. Empowering others (14)
4. Enabling continuous learning and competency development of employees (15)
5. Building teams that constructively challenge the organisation's status quo (18)
6. Effective engagement with employees (19)
7. Collaborative style (20)
8. Team approach (21)
9. Reward and recognition of employees contribution (22)
10. Management of a variety of external stakeholders (27).

- *Results-focused* (Five items):

Effective organisational leadership for South African organisations is characterised by -

1. Implementing strategy to deliver sustained results (2)
2. Consistent display of competent leadership behaviour and the ongoing achievement of measurable results (4)
3. Establishing and aligning processes for customer-focused results (10)
4. Development of a high performance culture (16)
5. Confronting the challenges of organisational performance and tough business decision making (17).

The OLB concept comprises the following sub-concepts and questionnaire items:

- *The nature and development of Organisational Leadership Brand (NOLB)* (10 items):

1. The leadership of SA organisations can be used to assist organisations to determine for what they stand, and for what they are known (identity) (1)
2. Leadership in SA organisations can be considered as a particular brand of leadership (what leaders are known for - an identity) (2)
3. Effective leadership competence forms the cornerstone of an organisational leadership identity (3)
4. Organisations can choose their particular type of leadership (4)
5. Organisations develop their particular type of leadership strength over time (5)
6. The effective leadership of organisations requires consideration of both an internal (inward focus) and external (outward focus) organisation perspective (6)
7. The strength of an organisation's leadership identity requires consistent leadership effectiveness (7)
8. The development of an organisation's leadership identity requires the consistent alignment of effective leadership behaviour across the organisation (8)
9. Ethical and authentic leadership behaviour influences the development of an organisation's leadership identity (9)
10. An organisation's leadership identity is influenced by an organisation's leadership culture (10).

- *The importance of Organisational Leadership Brand (iOLB)* for effective organisational leadership (Eight items):

1. An organisation's leadership strength is of strategic importance for an organisation's success (1)

2. An organisation's leadership is considered important to impact the achievement of business objectives-results (2)
 3. Organisation leadership shapes the development of an organisation's climate and culture (3)
 4. A South African organisation's particular leadership identity can assist in differentiating an organisation from competitors (4)
 5. A South African organisation's particular leadership identity can assist create competitive advantage (5)
 6. A South African organisation's particular leadership identity can assist in enhancing an organisation's current and future value (share price) (6)
 7. The business value of an organisation's leadership identity can increase or decrease over time (7)
 8. the business value of an organisation's leadership identity should be measured (8).
- The Connection with other Brand concepts (CB; Six items):
 9. The nature of an organisation's leadership can influence the organisation's brand (1)
 10. The nature of an organisation's leadership can enhance the organisation's brand (2)
 11. The nature of an organisation's leadership can influence the organisation's employer brand (3)
 12. The nature of an organisation's leadership can influence the organisation's product brand(s) (5)
 13. Effective organisational leadership requires the broad alignment of individual leader's (personal leadership) behaviour across the organisation (6)
 14. The nature of an organisation's leadership can enhance the organisation's employer brand (7).

OLB and stakeholders:

- *Internal stakeholders - senior leadership (Three items)*
 1. The CEO of SA organisations has a major impact on shaping an organisation's leadership identity (5)
 2. The boards of SA organisations have a major impact on shaping an organisation's leadership identity (6)

3. The senior leadership has a major impact on shaping an organisation's leadership identity (7).

External stakeholders – direct impact (Six items):

1. *An organisation's leadership strength is determined by delivering on customers' expectations (9)*
2. *An organisation's leadership strength is determined by delivering on investors (shareholders) expectations (10)*
3. *Investors/shareholders are considered an important influencer and impact the value of SA organisations (11)*
4. *An organisation's leadership identity impacts the relationship with customers/clients/consumers (15)*
5. *An organisation's leadership identity impacts the relationship with suppliers(16)*
6. *An organisation's leadership identity influences the working relationship with an organisation's strategic partners (18).*

External stakeholders – indirect impact (Six items)

1. *An organisation's BEE credentials have a major impact on shaping an organisation's identity (8)*
2. *The government is considered an important influencer for SA organisations success (12)*
3. *In SA, organised labour (unions) influences organisational success (13)*
4. *SA organisations are required to consider their various communities (local and national) as important stakeholders (14)*
5. *Regulators are considered as important organisational stakeholders (17)*
6. *An organisation's leadership identity impacts and influences environmental agencies (19).*

General stakeholder management (Four items)

1. *All employees influence and impact an organisation's leadership identity (1)*
2. *SA organisations are required to consider their various communities (local and national) as important stakeholders (14)*
3. *An organisation's leadership identity impacts the relationship with customers/clients/consumers (15)*

4. *An organisation's leadership identity impacts the relationship with suppliers (16).*

These various concepts and sub-concepts based on the questionnaire items were described by a total of 71 with four duplicate items (One item in the organisational leadership sub-concepts and three items duplicated utilised the organisational leadership brand for stakeholders' sub-concepts, namely '*External Stakeholders, direct impact*', and '*External Stakeholders, Indirect impact*', replicated in '*General Stakeholder management*', items 14-16; refer to Table 7.13; providing a net total of 67 unique items that comprise the leadership brand questionnaire (see Appendix 10). As anticipated, pair wise correlations, subsequently calculated on the sub-concept scores of '*External Stakeholders, direct impact*' and '*General Stakeholder Management*'; as well as on sub-concept scores of '*External Stakeholders, indirect impact*' and '*General Stakeholder Management*', indicated strong dependencies. It was, therefore, decided to use the concept of '*General Stakeholder Management*' to represent collectively the two mentioned external stakeholder sub-concepts which addressed the duplication of questionnaire items.

7.5.1 Calculation of concept scores according to the categories of the biographical attributes

The various concept scores for each respondent were calculated as the mean value of all responses on a subset of questionnaire items that describe a particular concept. From these concept scores, mean concept scores were calculated according to biographical attribute categories. The means of these scores are listed in Table 7.13. Sets of mean concept scores were also calculated according to the categories of biographical properties. These mean scores are listed in Appendix 13 and give an 'informal' indication of whether it could be anticipated that respondent perceptions might be affected by biographical properties of respondents. These tables seem to indicate that biographical properties do not affect respondents' views regarding the OL and OLB concepts. This was verified in formal Analyses of Variance (ANOVA) (The ANOVA results are not included in Appendix 13).

7.6 EMPIRICAL RESEARCH QUESTION 5: WHAT IS THE RELATIONSHIP BETWEEN THE ORGANISATIONAL LEADERSHIP AND ORGANISATIONAL LEADERSHIP BRAND CONCEPTS AND SUB-CONCEPTS?

The results of the analysis of the relationship between the organisational leadership and organisational leadership brand concepts and sub-concepts contributed to addressing the following research objectives and sub-objectives:

Objective three: Identify the elements of OLB for public listed South African organisations, by identifying

3.1 the general nature and role of OL,

3.2 the nature and role of OL for public listed South African organisations,

3.3 the general nature of the OLB concept for public listed South African organisations.

Objective four: To formulate an OLB concept model for public listed South African organisations.

Objective five: To explore, statistically, an OLB concept model for public listed South African organisations.

Correlation coefficients were calculated as a next step in the analysis strategy to investigate the inter-relationship between the organisational leadership sub-concepts; and separately between OLB sub-concepts. The rationale for this analysis was to identify OL sub-concepts which, due to an indicated strong, statistically significant correlation with another OL sub-concept, represent these other interrelated OL sub-concept/s in analyses and model development. This assisted with the removal of superfluous information from the subsequent modelling exercise which is discussed in the next section. The same analysis approach was applied to the OLB sub-concepts.

Pearson correlation coefficients were calculated on all sets of OL and OLB sub-concept scores. The relevant correlation coefficients are presented in Tables 7.14 - 7.16.

Table 7.14: Pearson correlations: organisational leadership sub-concept scores

Pearson Correlation Coefficients, N = 36 Prob > r under H0: Rho=0				
	Thinking/ General Leadership effective	People	Results	Values
Thinking, General Leadership effectiveness sub-concept Effective Organisational Leadership	1.00000 <.0001	0.91589 <.0001	0.85415 <.0001	0.82095 <.0001
People sub-concept Organisational-People engagement	0.91589 <.0001	1.00000	0.82158 <.0001	0.81860 <.0001
Results sub-concept Customer-focused results	0.85415 <.0001	0.82158 <.0001	1.00000	0.78092 <.0001
Values sub-concept Sound business ethics	0.82095 <.0001	0.81860 <.0001	0.78092 <.0001	1.00000

The results indicate that the organisational leadership (OL) sub-concept scores are statistically significant and strongly correlated. This implies that some concept score may act as ‘predictor’ of another in the organisational leadership brand (OLB) modelling exercise which follows. For example, *thinking and general leadership effectiveness* is very strongly correlated with the *people engagement* sub-concept.

Table 7.15: Pearson correlations: Organisational leadership brand sub-concept scores

Pearson Correlation Coefficients, N = 36 Prob > r under H0: Rho=0			
	Nature OLB	Importance of OLB	Connection Brands
Nature OLB	1.00000	0.62133 <.0001	0.50805 0.0016
Importance of OLB	0.62133 <.0001	1.00000	0.65516 <.0001
Connect Brand Connection with brand concepts	0.50805 0.0016	0.65516 <.0001	1.00000

The results (Table 7.15) indicate that the sets of organisational leadership brand (OLB) sub-concept scores are statistically significant and strongly correlated. This implies that some sets of concept scores can act as ‘predictor’ of another set in the organisational leadership brand (OLB)

modelling exercise which follows. For example, the *nature of OLB* sub-concept is highly and statistically significantly correlated with the *importance of OLB* sub-concept, with the latter also strongly and statistically significantly correlated with the *connections with other brands* sub-concept.

Table 7.16: Pearson correlations: Organisational leadership brand (stakeholder) sub-concept scores

Pearson Correlation Coefficients, N = 36					
Prob > r under H0: Rho=0					
	Internal Staff	Internal Management	External Direct	External Indirect	General Stakeholders
Internal Staff	1.00000	0.24592 0.1482	0.38211 0.0215	0.19927 0.2440	0.31377 0.0624
Internal Management: Senior leadership	0.24592 0.1482	1.00000	0.43563 0.0079	0.44804 0.0061	0.29625 0.0794
External Direct	0.38211 0.0215	0.43563 0.0079	1.00000	0.47448 0.0035	0.72670 <.0001
External Indirect	0.19927 0.2440	0.44804 0.0061	0.47448 0.0035	1.00000	0.63378 <.0001
General Stakeholders	0.31377 0.0624	0.29625 0.0794	0.72670 <.0001	0.63378 <.0001	1.00000

Table 7.16 indicates that statistically significant and relatively strong correlations were indicated between the OLB sub-concepts of the *general stakeholders* and both *external direct* and *external indirect stakeholder* sub-concepts. This indicates that either one or both sets of OLB stakeholder sub-concept scores can be represented by another in the OLB concept modelling exercise discussed in the next phase of the analysis.

The next step in the analysis involved multivariate linear regression analyses performed on the sets of OL sub-concept scores; and, separately on the sets of OLB sub-concepts scores. The motivation for these regression analyses was to verify the previous (correlation analyses) identification of OL sub-concept variables that could be used to represent another interrelated OL sub-concept variable in the OLB concept modelling exercise. The same approach was applied to OLB sub-concept variables.

Table 7.17a presents the results of the multivariate linear regression analyses that were performed on the sets of sub-concept scores of the OL concepts, and separately on the sets of scores of the OLB sub-concepts. Each row in the table reports on the results of a separate multivariate linear regression. The table indicates which OL or OLB sub-concept variable was entered into each regression analysis as the dependent variable and which OL or OLB sub-concept variables were entered as independent or exploratory variables. The table, furthermore, reports on variables identified as statistically significant explanatory variables. The general F statistic and probability associated with the regression analysis; along with F statistic and probability associated with each independent variable is also reflected in the table. The R-square value, an indication of the fit of the model is reported. The R square value indicates the proportion of the variability present in the data that is explained by the model.

The multivariate linear regression results indicate the following:

- For the organisational leadership concept the *results* sub-concepts can be used to represent the *thinking* and *general OL effectiveness* sub-concept in the Organisational Leadership Brand (OLB) modelling analyses to be discussed in the phase of the analysis.

Table 7.17a: Multivariate linear regression results - The relationship between organisational leadership sub-concepts (OL)

Organisational Leadership (OL) concept							
Dependent variable/ concept	General F statistic & F-probability	Error df	R-square	Parameter estimates, (t statistic & probability). Intercept and independent concept effects			
				Intercept	People Concept	Thinking/ General OL concept	Values concept
1. Results construct	91.73 (<0.0001***)	34	0.73	0.03 (0.95)	-	1.00 (9.58)**	-
Significance legend							
** significance on the 1 % level; *** significance on the 0.1% level							

- *The nature of Organisational Leadership Brand (OLB) sub-concept can represent the OLB importance of the OLB sub-concept in the OLB concept modelling analysis.*

Table 7.17b: Multivariate linear regression results: The relationship between organisational leadership brand (OLB) sub-concepts

Organisational Leadership Brand (OLB) concept						
Dependent variable/ concept	General F statistic & F-probability	Error df	R-square	Parameter estimates, (t statistic & probability).		
				Intercept	Importance of OLB concept	Links to other brands OLB
2. Nature OLB	21.38 (<0.0001 ***)	34	0.39	1.73 (3.25 **)	0.56 (4.62 ***)	-
Significance legend ** significance on the 1 % level; *** significance on the 0.1% level						

- The *OLB external stakeholder (general stakeholder)* sub-concept can be used to represent both the *external direct stakeholder and indirect stakeholders'* concepts in the OLB concept modelling.

Table 7.17c: Multivariate linear regression results: The relationship between stakeholder sub-concepts within the OLB concept

OLB stakeholders concept							
Dependent variable/ concept	General F statistic & F-probability	Error df	R-square	Parameter estimates, (t statistic & probability)			
				Intercept	External direct SH concept	External indirect SH concept	Internal SH staff/ snr mgmt
3. General Stakeholders(SH)	33.98 (<0.0001 ***)	33	0.67	0.69 (1.61 ?)	0.31 (3.06 **)	0.49 (6.16 ***)	-
Significance legend ? significance on the 10% level; * significance on the 5% level; ** significance on the 1 % level; *** significance on the 0.1% level							

These interdependencies are illustrated in Figure 7.1 (the interdependent sub-concepts are reflected in colour shading).

The modelling of Organisational Leadership Brand (OLB) was achieved through multivariate linear regression on OL and OLB sub-concept variables in which the *results OL sub-concept* is regarded as the dependent variable.

Developing a model for OLB was based on the understanding that the results of a public listed company act as an important indicator of company success. It was, therefore, decided to investigate the significance of effects of the various sub-concepts (the independent variables: people engagement; values; general stakeholders; internal stakeholder management – senior leadership; and brand connections) defined in the study on the dependant variable, the *results sub-concept*. Furthermore, it was decided to explore and evaluate the effect of explanatory sub-concepts on company results (results sub-concept) by means of multivariate linear regression techniques. Two approaches to multivariate linear regression were followed, namely, forward selection and backward elimination. Both of these approaches belong to the family of stepwise linear regression techniques (StatSoft, 2011). The approach was followed to obtain a reliable solution.

These sub-concept interdependencies are illustrated by the coloured shading in Figure 7.1.

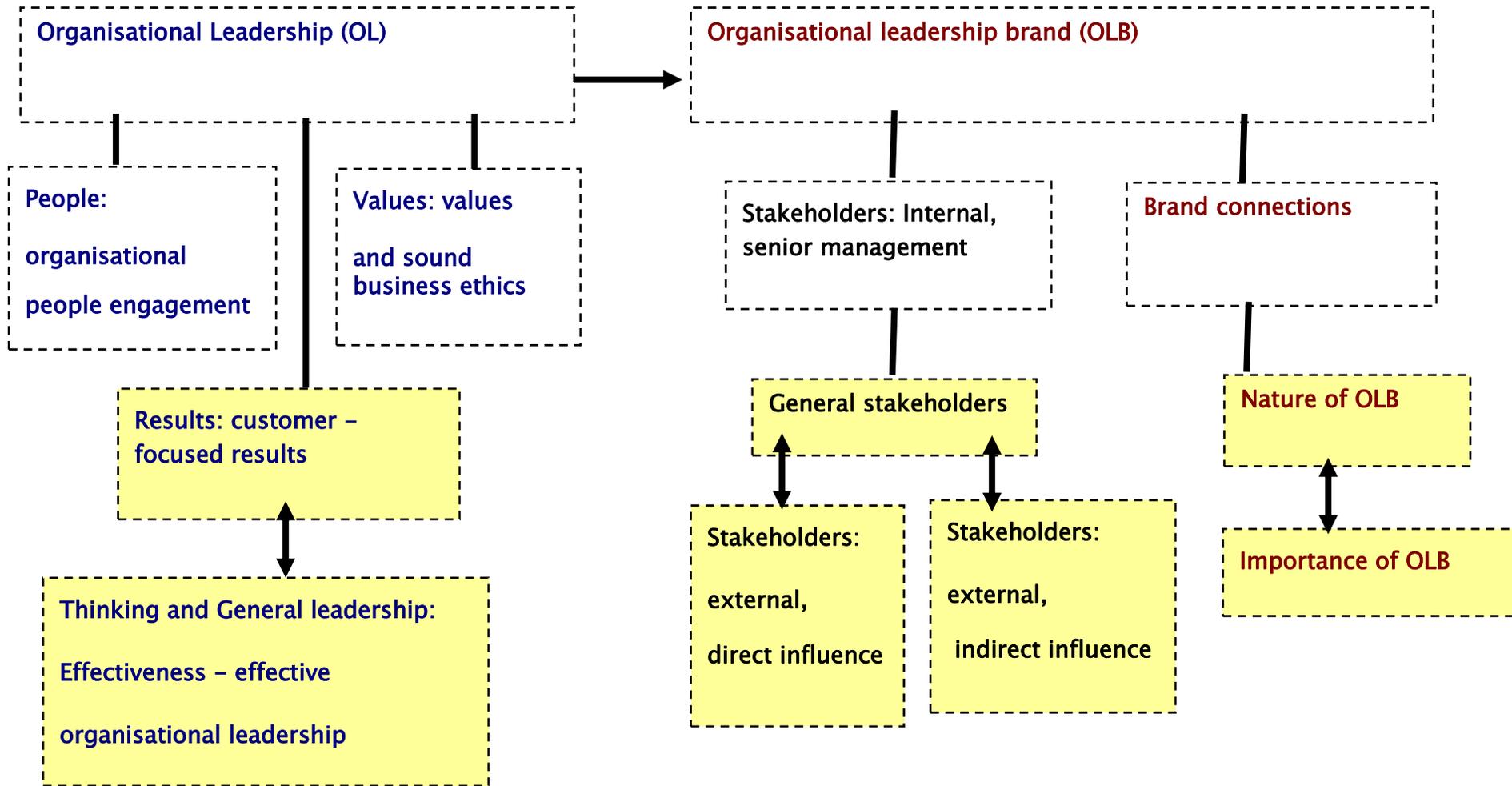


Figure 7.1: The interrelationships between sub-concepts of the concept of organisational leadership and the concept of OLB: Relationship established up to this point of concept model development

If in a regression analysis the solution obtained in forward selection and that obtained in backward elimination include the same explanatory concept and sub-concept variables, a unique solution to the regression approach is highly probable (StatSoft, 2011). The final results of this application are reported below in Table 7.18.

Table 7.18: Multivariate linear regression results: OLB model development

The F statistic calculated for the regression model, and associated probability is reported in column 2 of the table. Column 4 lists the R-square value of the regression (which indicates the proportion of the variability in the data that is explained by the model). Estimates of the regression coefficients of the OLB concept model are listed in Columns 5–10. The probabilities associated with the t-tests for significance of estimated regression coefficients are listed in brackets beneath each estimate, along with the significance level attached to the probabilities. The significance legend is supplied at the bottom of the table.									
Dependent variable/ concept	Regression results				Estimates of regression coefficients				
	General F statistic & F-probability	Error df	R-square	Intercept	OL: People sub-concept	OL: Values sub-concept	SH: General Sub-concept	SH: Internal Mngt sub-concept	OLB: Brand Connect Sub-concept
OL: Results concept	22.57 (<0.0001***)	30	0.79 = 0.80	1.003 (0.03)*	0.39 (0.0038)**	0.23 (0.047)*	0.26 (0.015)**	0.203 (0.035)*	-0.278 (0.05)*
Significance legend									
* significance on the 5% level; * significance on the 1 % level; *** significance on the 0.1% level									

Table 7.18 of the backward elimination regression analysis lists the estimates of the regression coefficients for the sub-concepts of: people engagement; values; general stakeholders; internal stakeholder management (senior leadership); and brand connections. Analyses indicated that the two regression approaches (forward selection and backwards elimination) included the same exploratory sub-concept variables in both regression approaches. The multivariate linear regression equation reported in Table 6.18, describes the OLB concept model with the best fit. The R-square value of 0.80 indicates that 80% of the variability in the data is explained by the explanatory sub-concept variables included in the regression model. The relationship is highly significant (significance level is indicated as the 0.1% level of significance) and the effect of all explanatory sub-concept variables are significant on at least the 5% level of significance.

The OLB concept exploratory model solution, based on the multivariate linear regression equation, indicates that the *results* sub-concept is a function of the *OL people* sub-concept, the

OL value sub-concept, the *OLB general stakeholder* sub-concept, the *OLB internal stakeholder – senior management* sub-concept, and the *OLB connectivity to other brands* sub-concept, and can functionally be expressed as:

Results sub-concept variable = $1.00344 + 0.38846 \times (\text{People sub-concept variable}) + 0.22970 \times (\text{Values sub-concept variable}) + 0.26227 \times (\text{General stakeholder sub-concept variable}) + 0.20300 \times (\text{Internal stakeholder – senior management sub-concept variable}) - 0.27834 \times (\text{Other brand connections sub-concept variable})$. These exploratory quantitative results will be integrated with the qualitative findings in Chapter 8.

The OLB exploratory concept model clearly and effectively links the concepts of OL and OLB, and includes all the sub-concepts variables in the model given that the results of Table 7.17 are taken into consideration which indicated that certain sub-concept variables are statistically significantly related to one another (see Figure 7.2). Therefore, these sub-concept variables are also represented in the model and are as follows:

- The *thinking/general leadership effectiveness* sub-concept and the *results* sub-concept variable;
- The *general stakeholder* sub-concept and the *external direct* and *external indirect stakeholder* sub-concepts; and
- The *importance of OLB* and the *nature of OLB* sub-concepts.

The quantitative results illustrated in Tables 7.14 to 7.19 provide supportive evidence for contributing to achieving the following research objectives and sub-objectives:

Objective three: Identify the elements of the OLB concept for public listed South African organisations, by identifying

3.1 The general nature and role of organisational leadership,

3.2 The general nature and role of organisational leadership for public listed South African organisations,

3.3 The general nature of the OLB concept for public listed South African organisations,

Objective four: To formulate an OLB concept model for public listed South African organisations,

Objective five: To explore, statistically, an OLB concept model for public listed South African organisations.

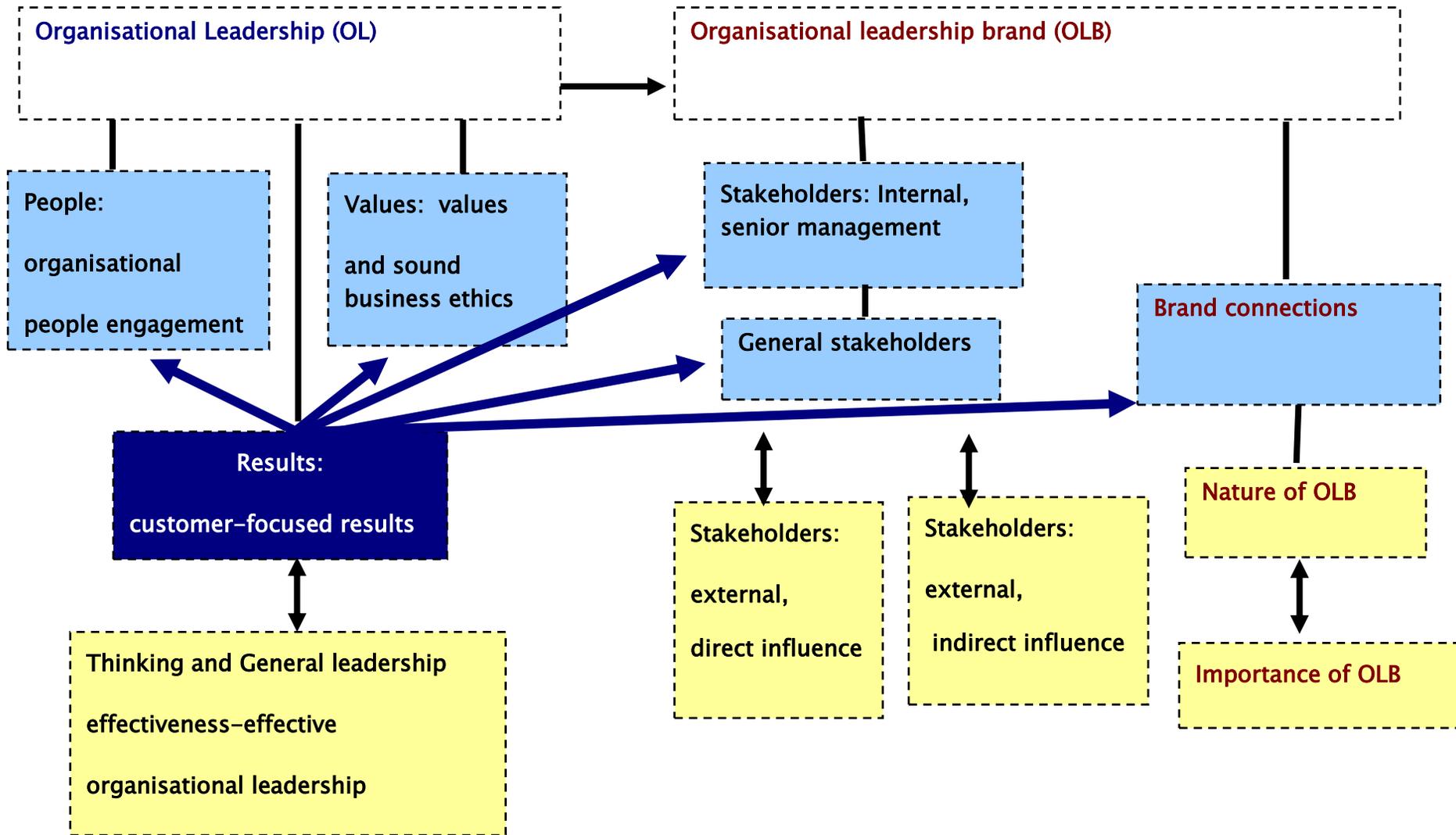


Figure 7.2: The relationship between the *results* concept of organisational leadership, sub-concepts of OL and sub-concepts of OLB: Final OLB concept model development

Based on the quantitative results the categories, labelled as sub-concepts of the OLB concept are as follows:

- *Thinking and general OL effectiveness:* This involves the problem solving required in formulating and implementing strategy and leadership at all organisational levels, and includes managerial competence, initiating and driving change, adapting to different situations, building leadership capability, and influencing organisational culture.
- *Values:* The alignment of organisational values and leadership behaviour, including ethical behaviour and the continuous learning of leaders.
- *People engagement:* The general leadership engagement with employees and external stakeholders including a collaborative style, a team approach, staff development, the empowerment of staff; general external stakeholder management.
- *Results:* An organisation that implements strategy and delivers results through the development of a high performance culture, consistent competent leadership behaviour, aligned processes, taking tough decisions that deliver measurable customer-focused results.
- *The nature of OLB:* This involves the leadership of South African organisations can be considered as a particular brand of leadership (for what leaders stand, and for what they are known), and this can be used to assist organisations to determine for what they stand, and for what they are known as; the competence-effectiveness of leadership across the organisation, with an inward and outward focus; leadership brand being a conscious choice and is influenced by organisational culture; and consistent leadership effectiveness-behaviour which is ethical and authentic, across the organisation and impacts on the development of an organisation's leadership brand strength over time.
- *The importance of OLB:* This involves the contribution of OLB to assist enhance and achieve an organisation's strategic objectives; to assist influencing an organisation's climate and culture; to assist in positively differentiating an organisation from competitors; to assist in creating a competitive advantage; to enhance an organisation's current and future value; to recognise that the business value of OLB should be measured and the business value of the OLB can vary over time.

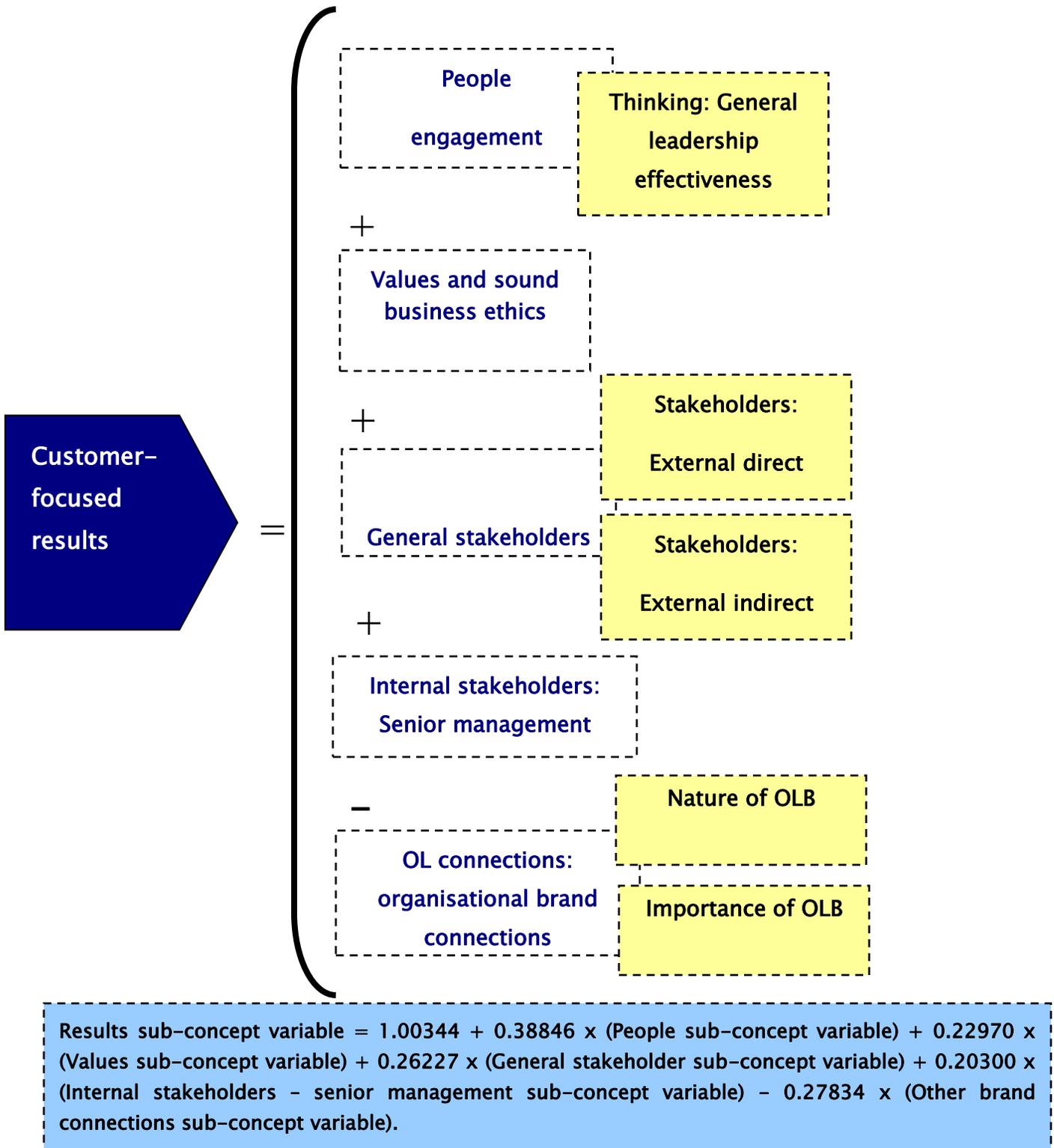


Figure 7.3: Summary of the multivariate regression-based OLB concept model for South African public listed organisations

- *The link to other brand concepts* involves the following: the nature of organisational leadership's influence and enhancement of other organisational brand concepts of: organisational brand, employer brand, personal leadership brand (broad alignment across the organisation), and the organisation's product brands; and the recognition that relatively negative brand associations of either the organisational, employer, and product brands, and personal brand misalignment can negatively impact the nature of an organisation's leadership.
- *Senior leadership as internal stakeholders*: this involves the senior leadership, chief executive officers, and the board's significant influence on affecting OLB.
- *External stakeholders that directly affect the OLB*: this involves the extent to which leaders manage and deliver on expectations of the customer-consumer, investors-shareholders, suppliers, and strategic partners that will influence the OLB.
- *External stakeholders that indirectly affect the OLB*: this involves the influence that the SA government, regulators-legislation, BEE credentials, environmental agencies, unions, and communities have on an organisation's OLB;
- *General stakeholders effect on OLB*: OLB is influenced by the effective stakeholder management and consideration of the influence of all employees; customers/clients/consumers; the influence of various communities (local and national); and the impact of and on the relationship with suppliers.

The quantitative results do not provide direct support for the category *employees as internal stakeholders*, which was initially formulated to include the influence that each of an organisation's employees, senior leadership, chief executive officer and the boards have on the OLB. However, the quantitative results sub-concept of *people engagement*, which has a significant focus on the engagement between employees and leaders and, therefore, recognises employees as internal stakeholders. The sub-concept of the *senior leadership as internal stakeholders* includes the influence the leadership behaviour of senior leadership, the chief executive officer and the boards have on the OLB. In addition the *general stakeholders'* sub-concept includes the influence of all employees on OLB. Therefore, employees as internal stakeholders are integrated into the content of the OLB model solution, based on the multivariate linear regression equation.

The quantitative results, therefore, provide clarity regarding the categories, labelled as sub-concepts of OLB for public listed South African organisations. This understanding provides the foundation for exploring the formulation of an OLB concept model for public listed South African organisations based on the quantitative results.

The results of the frequency and chi-square-based analysis (Tables 7.3 to 7.12) provided a general overview of respondent views. This was followed by the verification of the OLB questionnaire's internal consistency reliability focusing on the individual items, to assess the extent to which these items consistently measured the clustering of concepts and sub-concepts that was proposed by the qualitative analyses (Table 7.13) which confirmed the qualitative findings of the clustering and content validity of the OL and OLB concepts and sub-concepts.. These results provided the foundation to explore further the relationships of the various identified sub-concepts of OL and OLB. The analysis of these sub-concept relationships was conducted using Pearson correlations (Tables 7.14 to 7.16) which indicated the relative strength of the various sub-concept relationships for the OL and OLB, including stakeholder concepts (pages 264 to 265) for the item-detailed description of the sub-concepts).

This provided the basis to conduct the multivariate linear regression for each of the relationships between OL sub-concepts, the relationship between OLB sub-concepts and the relationship between the stakeholder sub-concepts within the OLB concept (Table 7.17; Figure 7.1: the interrelationships between sub-concepts of the concept of OL and the concept of OLB). The results from this multivariate linear regression provided further insight into the nature and strength of the relationships of the various sub-concepts and provided the basis for the final phase of formulating an OLB concept model for public listed South African organisations.

The final phase of the quantitative analysis utilised the multivariate linear regression technique of forward selection and backward elimination to obtain a unique solution to the regression (Tables 7.18 and 7.19; Figures 7.2 and 7.3: the relationship between the Results concept of Organisational Leadership, sub-concepts of OL and sub-concepts of OLB: Final OLB concept model development). The analysis resulted in the OLB concept exploratory model described on pages 274 to 279 (Figure 7.3 for the OLB concept model summary). The process of developing this quantitatively based OLB concept model was based on establishing the OLB questionnaire's items internal consistency reliability (Table 7.13) which was based on the qualitative findings clustering of the OL and OLB, including the stakeholder concepts and sub-

concepts. The further correlation and multivariate linear regression analysis provided support for the relationships of the various OLB sub-concepts and the relationships between the various sub-concepts to form the quantitatively based OLB concept exploratory model.

The quantitative results exploratory support, therefore, contributed to achieving the empirical research question 5: Can the research objectives and sub-objectives be achieved from a quantitative analysis perspective? These quantitative results will be integrated with the qualitative findings to address fully the following research objectives:

Objective three: To identify the elements of the OLB concept for public listed South African organisations, by considering

- 3.1 the general nature and role of OL,
- 3.2 the general nature and role of OL for public listed South African organisations,
- 3.3 the general nature of the OLB concept for public listed South African organisations.

Objective four: To formulate an OLB concept model for public listed South African organisations.

Objective five: To explore, statistically, an OLB concept model for public listed South African organisations.

The qualitative findings will be integrated with these quantitative results to provide further support for the research objectives in the next chapter. The additional qualitative findings from item 82 of the leadership brand questionnaire (“In your opinion what are the top three factors that impact on an organisation’s leadership identity-brand?”) will be provided as part of the integration of qualitative and quantitative results in Chapter 8. The integration of qualitative and quantitative results will be used as the basis for considering the empirical research question: Can the primary objective of the study be achieved, namely “to investigate and establish an OLB concept model for public listed South African organisations”?

7.7 CONCLUSION

The objective of this chapter was structured according to the empirical research questions to report on the quantitative results in support of the research objectives and sub-objectives:

1. What is the profile of the quantitative sample?
2. What is the content of the leadership brand questionnaire?

3. What are the basic statistical features of the quantitative data collected?
4. What are the psychometric properties of the leadership brand questionnaire?
5. What is the relationship between the OL and OLB concepts and sub-concepts?

The data from the sample of 36 senior managers from public listed South African organisations, engaged at the senior organisational level, who completed the online questionnaire provided findings regarding: the content and statistical properties of the leadership brand questionnaire; the OL and OLB sub-concepts and the relationship amongst these sub-concepts; and the OLB concept model.

Following the data collected from the 36 respondent the various categories of items comprising of OL and OLB that were analysed using composite frequency tables and the Chi-square statistical technique, covered the following sub-concepts regarding OL:

- Thinking and general OL effectiveness,
- Value's perception,
- People perception,
- An organisation that delivers results,

and the following sub-concepts regarding OLB:

- The nature of OLB,
- The importance of OLB,
- The link to other brand concepts,
- Staff – employees as internal stakeholders,
- Senior leadership as internal stakeholders,
- External stakeholders that directly affect the company,
- External stakeholders that indirectly affect the company.

The next step in the analysis strategy focused on the internal consistency reliability, using the Cronbach alpha statistic, of the above defined concepts, calculation of concept scores and evaluating the views on OL and OLB issues via the respondent views on concepts as an entity and not on individual questionnaire responses. The analysis of internal consistency reliability indicated that all the alpha values except for the sub-concept of '*internal stakeholders-staff*' (0.59) were in the region or greater than 0.70, and that internal consistency reliability could be ascertained for the items that comprised the sub-concepts of the OL and OLB concepts. The internal consistency reliability results support that the clustered items can be interpreted as

reliable. The exploratory quantitative analysis indicated that all the sub-concepts scores for these qualitatively based concepts (OL and OLB) could thus be calculated and used in subsequent exploratory analyses to represent perceptions on the issues described by these concepts.

The analysis of internal consistency reliability provided results that clustered the questionnaire items, to align with the qualitative findings of the various sub-concepts of the OL and OLB concepts, including stakeholders. A number of steps of statistical analysis were performed to conclude with the final step of a multivariate linear regression to find the optimal OLB concept exploratory model solution. The OLB statistically based model neatly linked the concepts of OL and OLB, and included all the sub-concept variables in the model given the results of the correlation and multivariate regression analysis.

The quantitative results provided support for achieving the quantitative empirical research questions regarding the research objectives and enabled the integration of the qualitative findings and quantitative results to address the following research objectives in Chapter 8:

- To identify the elements of an OLB concept for public listed South African organisations; by identifying
 - the general nature and role of OL for public listed South African organisations,
 - the general nature of the OLB concept for public listed South African organisations.
- To formulate an OLB concept model for public listed South African organisations.
- To explore, statistically, an OLB concept model for public listed South African organisations.

Furthermore, to achieve the primary objective: “to investigate and establish an OLB concept model for public listed South African organisations”, in Chapter 8.

CHAPTER 8: INTEGRATION AND INTERPRETATION OF THE QUALITATIVE FINDINGS AND QUANTITATIVE RESULTS

8.1 INTRODUCTION

The discussion of the literature and the qualitative research findings reported the formation of the concepts of OL and OLB, including stakeholders. These qualitative findings together with the discussion of the literature on the concepts of OL and leadership brand formed the basis of the quantitative research, particularly the design of the OLB questionnaire and the subsequent collection of quantitative data.

The quantitative results reported in Chapter 7 addressed the research objectives and research questions based on the research methodology described in Chapter 5. The quantitative results indicated the reliability of the leadership brand questionnaire items that represented the OL and OLB concepts and sub-concepts, and explorative statistical analysis supported the inter-relationships between these sub-concepts. The quantitative OLB concept explorative model was developed using the results of a layered statistical analysis, from correlation to the forward selection multivariate regression analysis, and finally the backward elimination multivariate linear regression analysis. This resulted in the neat linking of the concepts of OL and OLB, and included all the sub-concept variables in the model, given the significance of the results of the initial correlation and multivariate regression analysis.

This chapter will be structured to report on the integration of qualitative findings and quantitative results by addressing the following research objectives and sub-objectives:

Objective three: To identify the elements of the OLB concept for public listed South African organisations, by considering

- 3.1. the general nature and role of OL,
- 3.2. the nature and role of OL for public listed South African organisations,
- 3.3. the general nature of the OLB concept for public listed South African organisations.

Objective four: To formulate an OLB concept model for public listed South African organisations.

Objective five: To explore, statistically, an OLB concept model for public listed South African organisations.

Lastly, to discuss the final empirical research question: Can the primary objective of the study be achieved, namely “to investigate and establish an OLB concept model for public listed South African organisations”.

8.2 THE ELEMENTS OF AN ORGANISATIONAL LEADERSHIP BRAND CONCEPT FOR PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS

In order to constitute a theoretical foundation and gain an understanding of the elements of an OLB for public listed South African organisations, the first phase in the research focused on the concepts of OL and branding. This facilitated the integration of the OL and brand concepts for the formulation of a conceptual model of OLB. Stage One of the research focused on a discussion of the literature regarding the two identified dimensions, namely OL and leadership brand (see Chapter 3 and Chapter 4). Furthermore, the discussion of the literature described the OL context for South African organisations, conceptualised OL for the purposes of this study, and identified and described the following concepts: brand identity, brand equity as related to LB, and OLB. Stage One of the researches concluded with the formulation of an exploratory conceptual model of OLB for public listed South African organisations (Figure 4.2).

The exploratory conceptual model was formulated to incorporate the key aspects of the concept of brand equity within the organisational context, and the elements of organisational leadership. The adapted brand equity model (Figure 4.1) provided a basis for considering the formation and development of the concept of OLB across increasing value-contributing levels (steps one to four) through to achieving OLB equity (Keller, 2003; Kuhn *et al.*, 2008). These brand equity levels were integrated into the exploratory conceptual model of OLB for public listed South African organisations (Figure 4.2) and provided the conceptual foundation to explore, through a mixed methods research design, the development of an OLB concept model for public listed South African organisations.

Stage Two and Phase One of the study utilised primary data from the annual reports of public listed companies to gather an initial perspective regarding the concepts of OL and leadership brand for public listed South African companies. The concepts that emerged from this discussion established the broad criteria to identify and extract data from the six companies' annual reports (Appendix 2). The categories identified in the annual reports included the following: investment in training and development, including management-leadership development; staff satisfaction and organisational climate surveys and results; community social

responsiveness (CSR) investment activities; customer service results; consultation with key stakeholders, and the role of corporate governance. These initial themes relating to organisational leadership and leadership brand assisted with the compilation of the content to be included as part of the interview guide for Phase Two of the qualitative stage of the study.

Stage Two and Phase Two of the study produced qualitative findings based on the semi-structured interviews with senior managers regarding the nature of organisational leadership. These findings also comprised categories dealing with the general nature and role of organisational leadership; challenges for leaders; the competencies required of leaders of South African organisations; internal and external stakeholders to be considered by the leaders of South African organisations, and the nature of OLB for South African organisations (Appendix 6). The qualitative findings supported by the discussion of the literature identified the valid concepts and sub-concepts of OL and OLB.

These qualitative findings were used to group questionnaire items representing the OL, OLB, and stakeholders' concepts. The questionnaire design took cognisance of the requirement for content validity based on the qualitative findings and, therefore, items were carefully compiled and sets of questionnaire items addressed specific elements of the qualitatively identified concepts of OL, OLB and stakeholders.

At this point in the study, Stages One and Two had already contributed to identifying the concepts and sub-concepts relating to an OLB concept for public listed South African organisations. Part of the quantitative stage included a qualitative-related question in the leadership brand questionnaire, namely item 82: "In your opinion, what are the top three factors that impact on an organisation's leadership identity/brand?" Twenty-two out of 36 respondents completed this question. The ranked responses (one to three, with one being the most important) were content analysed and grouped under the following concepts (Appendix 12 provides the detailed response content):

- Values, ethics and governance
- Vision, mission and strategy alignment
- Leadership competence
- Organisational culture
- Company results – performance
- Stakeholders:

- General stakeholder management
- Internal stakeholders (the CEO and senior leadership; employees)
- External stakeholders (customers, suppliers, government).

These findings provided further general support for the categories identified in Stage Three, the qualitative findings relating to the nature of OL and OLB, including the management of stakeholders (internal and external to the organisation) and particularly with regard to the following:

- OLB should be values driven and include the alignment of values and behaviour (inside and inside-outside the organisation).
- The Chief Executive Officer (CEO) and senior leadership have a significant impact on the OLB in general and through their personal leadership brands, both internal and external to the organisation.
- OLB requires leadership effectiveness, including the consistent display of leadership values, behaviour and style, and employee competence.
- OLB involves and influences organisational culture.
- OLB is influenced by the management of key stakeholders (employees internal and external) and their view of an organisation's senior leadership.
- Financial and non-financial organisational results have an impact on OLB.

The above qualitative findings gained from the responses to the leadership brand questionnaire (quantitative) also supported by the verification of the questionnaire's items internal consistency reliability, particularly the items for the following sub-concepts:

- Thinking and general leadership effectiveness
- Values
- People engagement
- Results-focused
- The nature and development of OLB:
 - Effective leadership competence forms the cornerstone of an OL identity (brand).
 - The effective leadership of organisations requires consideration of both an internal (inward focus) and external (outward focus) organisation perspective.

- The strength of an organisation's leadership identity (brand) requires consistent leadership effectiveness over time.
- The development of an organisation's leadership identity (brand) requires the consistent alignment of effective leadership behaviour across the organisation.
- Ethical and authentic leadership behaviour influences the development of an organisation's leadership identity (brand).
- An organisation's leadership identity (brand) is influenced by the organisation's leadership culture.

OLB and stakeholders involves the following sub-concepts:

- Internal stakeholders – senior leadership
 - The CEO of a South African organisation has a major impact on shaping his/her organisation's leadership identity (brand).
 - The senior leadership has a major impact on shaping their organisation's leadership identity (brand).
- External stakeholders – direct impact:
 - Customers/Consumers/Clients
 - Suppliers
- External stakeholders – indirect impact:
 - Government
- General stakeholder management including employees

8.2.1 Summary of the elements of an OLB concept for public listed South African organisations

The combined qualitative findings and quantitative results indicate that the elements (sub-concepts) of an OLB for public listed South African organisations comprise the concepts of OL and OLB as well as the following sub-concepts:

1. Thinking and general leadership effectiveness (OL)
2. Values (OL)
3. People engagement (OL)
4. Results-focused (OL)
5. The nature and development of OLB (OLB)
6. The importance of OLB (OLB)

7. The OLB link to other brand concepts (OLB)
8. Internal stakeholders – senior leadership (OLB)
9. External stakeholders – direct impact (OLB)
10. External stakeholders – indirect impact (OLB)
11. General stakeholder management (OLB).

The quantitative results did not support, due to insufficient reliability of the questionnaire items, as a separate category the items entitled '*employees as internal stakeholders*'. This category was initially formulated based on the discussion of the literature and qualitative results to include the influence that each of an organisation's employees, senior leadership, chief executive officer and the board have on the OLB.

However, the item reliability results of the *people engagement sub-concept* focused strongly on the engagement between employees and leaders and, therefore, recognise employees as internal stakeholders. The sub-concept of *senior leadership as internal stakeholders* includes the influence that the leadership behaviour of senior leadership, the chief executive officer and the board has on the organisation's leadership brand. In addition, the *general stakeholders*' sub-concept, based on the questionnaire's internal reliability findings indicates the importance of the effect of *all employees* on OLB. Based on the further explorative quantitative analysis of the correlation between the sub-concepts to assist in determining the relationship between these sub-concepts and the multivariate regression, *employees as internal stakeholders* are integrated into the content of the OLB model solution. Furthermore, the qualitative findings gained from the semi-structured interviews and the leadership brand questionnaire item 82 (reported above) provide support based on the content analysis, namely for employees to be recognised as key internal stakeholders in terms of their influence on the OLB.

8.3 THE FORMULATION OF AN ORGANISATIONAL LEADERSHIP BRAND CONCEPT MODEL FOR PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS

The brand equity model (Figure 4.1), which was adapted based on Keller's (2003) customer-based model and the B2B model based on Kuhn *et al.* (2008), formed the basis of the brand elements that required development across four steps to achieve brand equity. Developing brand equity based on the principles of this model was applied to OL (as related to leadership brand elements and identified in the discussion of the literature) to formulate the exploratory conceptual model (Figure 4.2) for an OLB for public listed South African organisations.

The findings that emerged from the qualitative stage provided the foundation of the OL and OLB concepts and sub-concepts to progress to the quantitative analysis. This led to the verification of the internal consistency reliability (Cronbach alpha) of the leadership brand questionnaire items that comprised the OL, OLB and stakeholder concepts identified at the qualitative research stage (Table 7.13). The next exploratory step in the analysis focused on investigating the relationship amongst the sub-concepts. Any statistically significant correlation with another OL/OLB sub-concept could be used to predict the particular OL/OLB sub-concept (Pearson correlation coefficients). The results indicated that the OL and OLB sub-concept scores were statistically significant and correlated strongly. This suggested that some sub-concept scores may act as a 'predictor' of others in the final step of the analysis (Tables 7.14 to 7.16) of the OLB modelling exercise, with the objective of formulating an OLB concept model for public listed South African organisations.

The next step in the exploratory analysis process identified the OL/OLB sub-concept variable that could be used to represent another OL/OLB sub-concept variable in the OLB concept modelling exercise. The quantitative modelling exercise followed with a multivariate linear regression, which was performed on the OL sub-concept variables, and separately on OLB sub-concepts (Tables 7.17 and 7.18). The multivariate linear regression results indicated that the following OL/OLB sub-concepts could be used to represent other sub-concepts:

- The *results sub-concept* could be used to represent the *thinking and general OL effectiveness* sub-concept.
- The *nature of an OLB* sub-concept could represent the *importance of the OLB* sub-concept.
- The *OLB external stakeholder (general stakeholder)* sub-concept could be used to represent the sub-concepts of both the *external direct and indirect stakeholders*.

The above 'leading' sub-concepts were used to represent the other related sub-concept in the final step in the analysis process towards formulating an OLB concept model.

The final step in developing the OLB concept model required the consolidation of the primary dependent variable on which to base the OLB concept model. Considering the pragmatic role of organisations to perform and produce business results as required by the company's board of directors, the development of the OLB concept model was based on the understanding that the business results of a public listed company serve as an important indicator of company success. Therefore, the modelling of the OLB was achieved through multivariate linear regression on OL and OLB sub-concept variables in which the *results OL* sub-concept was regarded as the

dependent variable. Two approaches to multivariate linear regression were followed: forward selection, followed by backward elimination, to obtain the most reliable solution (Table 7.18 and 7.19).

The multivariate linear regression equation described the OLB concept model with the best fit with an R-square value of 0.80 and indicated that 80% of the variability in the data is explained by the explanatory sub-concept variables included in the regression model. The relationship was highly significant (the significance level was indicated at the 0.1% level) and the effect of all explanatory sub-concept variables was significant on at least the 5% level of significance. The OLB model solution, based on the multivariate linear regression equation (Figure 7.2), indicated that the *results* sub-concept was a function of the *OL people* sub-concept, the *OL value* sub-concept, the *OLB general stakeholder* sub-concept, the *OLB internal stakeholder – senior management* sub-concept, and the *OLB connectivity to other brands* sub-concept.

The OLB concept model linked the concepts of OL and OLB, and included all the qualitatively identified sub-concept variables in the model, and given that the results of the correlation and multivariate regression analysis indicated that certain sub-concept variables were statistically significantly related to one another. Therefore, these sub-concept variables were also represented in the model as follows:

- The *thinking/general leadership effectiveness* sub-concept and the *results* sub-concept
- The *general stakeholder* sub-concept and the *external direct* and *external indirect stakeholder* sub-concept
- The *importance of OLB* and the *nature of OLB* sub-concepts

The following qualitative findings were supported by the results of the multivariate regression-based OLB concept model for public listed South African organisations:

- The consideration of *employees as internal stakeholders*, (as indicated in 8.2) was also supported by the qualitative themes regarding the leaders' challenge of 'talent management' and the competencies required of leaders of South African organisations. This was particularly related to the requirement to build confidence and trust, and to develop, empower, and recognise employees.
- The South African organisation-focused *external stakeholder* findings emphasised the requirement of organisational leaders to take cognisance of and balance the external stakeholder interests of the local/national community, BEE credentials, the government

in general and government departments, regulators/legislation, unions, and environmental agencies.

- The *values-based leadership* theme was integrated across all the qualitative category groupings of the nature of organisational leadership, the challenges for and competencies required of South African leaders, and the nature of OLB for South African organisations.
- The organisational *internal (inward)* and *external (outward)* focus and the *inclusiveness* of employees, leaders at all organisational levels, and external stakeholders were recognised as influencing the nature of OLB.

The study's findings relating to the nature and role of OL for public listed South African organisations were supported by the findings pertaining to the transformational–transcendental nature and role of organisational leadership, including leadership competencies (Appelbaum, Berke, Taylor, & Vazques, 2008; Avolio, 2007; Bass, 1981; Bennis, 2007; Bouchikhi & Kimberly, 2008; Boyatzis, 1982; 2001; Cockerill *et al.*, 1995; Collins, 2001; Conklin, 2011; Cardona, 2000; Kets De Vries, 2006; Freeman & McVea, 2001; Goldsmith *et al.*, 2003; Goleman, 2004; Goleman *et al.*, 2001; Jaques & Clement, 1994; Khoza, 2006; Klem & Schlechter, 2008; Lombardo & Eichinger, 2003; Mbigi, 2005; Rampersad, 2009; Sanders *et al.*, 2003; Spears, 2002; Sternberg 2007; Svendsen, 1998; Ulrich & Smallwood, 2007; 2012; Van Der Merwe & Verwey, 2007).

Furthermore, the qualitative findings and quantitative results supported the general notion of leadership brand illustrated by Intagliata *et al.* (2000), Ulrich *et al.* (1999), and Ulrich and Smallwood (2007; 2008; 2012). The focus on stakeholders as advocated by the 'outside-in' principle of Ulrich and Smallwood (2007b) was supported by the study's findings, and clarified and broadened the scope of stakeholders for public listed South African organisations. Ulrich and Smallwood's (2007; 2008; 2012) emphasis on the internal stakeholders (employees) and the organisation was extended to focus on employees, the competence of leaders at all organisational levels (particularly the importance of the role of the CEO and senior leadership), and the company's board.

Ulrich and Smallwood's (2007; 2008; 2012) initial focus on the two external stakeholders (customer and investors), followed by a consideration of the broader community dimension, was confirmed for public listed South African organisations and further elaborated on also to include external stakeholders with a direct influence, namely suppliers and strategic partners. Furthermore, the additional external stakeholders with an indirect influence were identified,

namely the organisation's local/national community, environmental agencies, BEE credentials, the government in general and government departments in particular, regulators/legislation, and unions. These broader external stakeholders identified in this study are supported by the findings for public listed South African organisations (Coldwell, 2001; Gratton, 2011; Khoza, 2006; Theron, 2005; Waiweru, 2006). The role of corporates was found to be key to investing in the needs of various local and national communities through focusing on the triple bottom line of the social, economic and environmental dimensions (advocated in the King III (2009) report) to contribute to the sustainability of a healthy society and consequently a strong and growing market place.

The combined qualitative findings and quantitative results produced an OLB concept model for public listed South African organisations. The illustrated OLB concept model (Figure 8.1) of an OLB concept for public listed South African organisations intends to provide an explanation of the following aspects of the OLB concept model:

- The elements (sub-concepts) of the OLB concept model for public listed South African organisations
- The relationship between the OLB concept model elements (sub-concepts) as part of the process of developing OLB equity
- The OLB links with the phases of brand equity building theory.

Two of the OLB concept model elements (sub-concepts), namely the *nature of OLB* and the *importance of OLB* have been integrated throughout the explanation of the OLB concept model and are described as follows:

- *Nature of OLB*: The leadership of South African organisations can be considered as a particular brand of leadership (what leaders stand for, and what they are known for), and this can be used to assist organisations in determining the following:
 - what they stand for and are known for;
 - the competence-effectiveness of leadership across the organisation, with an inward and outward focus;
 - leadership brand as a conscious choice influenced by organisational culture;
 - consistent leadership effectiveness behaviour that is ethical and authentic across the organisation and that impacts on the development of an organisation's leadership brand strength over time.

- *Importance of OLB*: The contribution of OLB to
 - achieve an organisation's strategic objectives;
 - influence an organisation's climate and culture;
 - positively differentiate an organisation from competitors;
 - create a competitive advantage
 - enhance the organisation's current and future value; and
 - recognise that the business value of OLB should be measured and can vary over time.

The OLB concept model for public listed South African organisations is illustrated in Figure 8.1 by concentric and connected oval shaped levels of sub-concept groupings, which indicate the interdependent and hierarchical nature of the sub-concepts to achieve OLB equity. The following section covers the explanation of the concept model from the centre and outwards through levels one to four comprising of the OLB sub-concepts.

The foundation of the OLB is consistent leadership competence and effectiveness, over time, across all levels of an organisation's leadership. However, before an organisation embarks on a particular set of leadership competencies to achieve its strategic objectives, the OLB can be a choice made by the organisation's senior leadership that will enable the strategic alignment of the organisation's leadership competence framework with the required OLB. The opportunity to select an appropriate OLB is based on the premise that organisations can use their leadership across the organisation as a unique brand of leadership to assist in the process of distinguishing the organisation from its competitors. At the core of the OLB concept model (Figure 8.1) is the *definition of OLB – the identity statement* as to what an organisation's leadership brand is required to be – i.e. what leadership stands for both inside and outside the organisation (Bouchikhi & Kimberly, 2008; Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012).

The OLB identity statement forms part of the foundational (first) level of the process of establishing OLB equity, based on Keller's (2003) adapted customer-focused brand equity model and Kuhn *et al.*'s (2008) Business-to-Business (B2B) brand equity model (Figure 4.1). The appropriate brand identity is based on the brand's salience – 'most noticeable and stand out' aspects of customers'/consumers' need satisfaction and category identification – and this enables brand awareness ('top of mind') typically at the individual customer level. Therefore, this 'most noticeable and stand out' aspect shapes the OLB statement according to what an organisation's leadership brand is required to be.

In addition, the level one stage of the OLB equity building process requires clarity of understanding of the *organisation's leadership framework*, particularly the values, leadership competencies and specific leadership behaviours required across all levels of an organisation's leaders. It also requires the unique make-up or 'leadership formula' of the organisation's leadership to be aligned to the selected OLB identity and organisational strategy. The process of establishing the OLB identity requires engagement with key stakeholders, which comprise the internal (inside-out) drivers of organisational culture, leadership and human capital (Ind & Bjerke, 2007; Ulrich *et al.*, 2008; Ulrich *et al.*, 2009; Ulrich & Smallwood, 2007; 2008; 2012).

The organisational 'leadership formula' framework, which includes the values and competency content, sets the boundaries for what is regarded as appropriate leadership behaviour for the organisation. The foundational values and leadership behaviour act as the 'catalyst' for the broad alignment of the behaviour of individual leaders (personal leadership) across the organisation. The values and behaviour foundation create the opportunity for expressing unique personal leadership behaviour or brand, provided that the required organisational values and leadership behaviours are not compromised.

The next layer (level 2) of the OLB concept model (Figure 8.1) involves the focus on leadership performance and the delivery of *customer-focused results*. The focus on results requires an organisation's leadership to implement strategy and deliver results through consistent competent leadership behaviour, aligned processes, the development of a high performance culture, and confronting the challenges of organisational performance that are required to deliver measurable customer-focused results.

The focus on results is a function of the relationship between the following identified OLB concept model sub-concepts:

- The thinking and general leadership effectiveness sub-concept labelled '*strategy-leadership effectiveness*' in Figure 8.1. The strategy-leadership effectiveness sub-concept involves the problem solving required in formulating strategy within a changing global and local context; the inclusion of leadership at all organisational levels; and (based on managerial competence) adapting to different situations, initiating and driving change, continuously building customer-focused leadership capability, and influencing organisational culture.
- *People engagement*, which includes the general leadership engagement with employees, particularly regarding *ubuntu* principles; the demonstration of passion and inspiration to have a positive impact on others; a collaborative and engaging style with employees; a

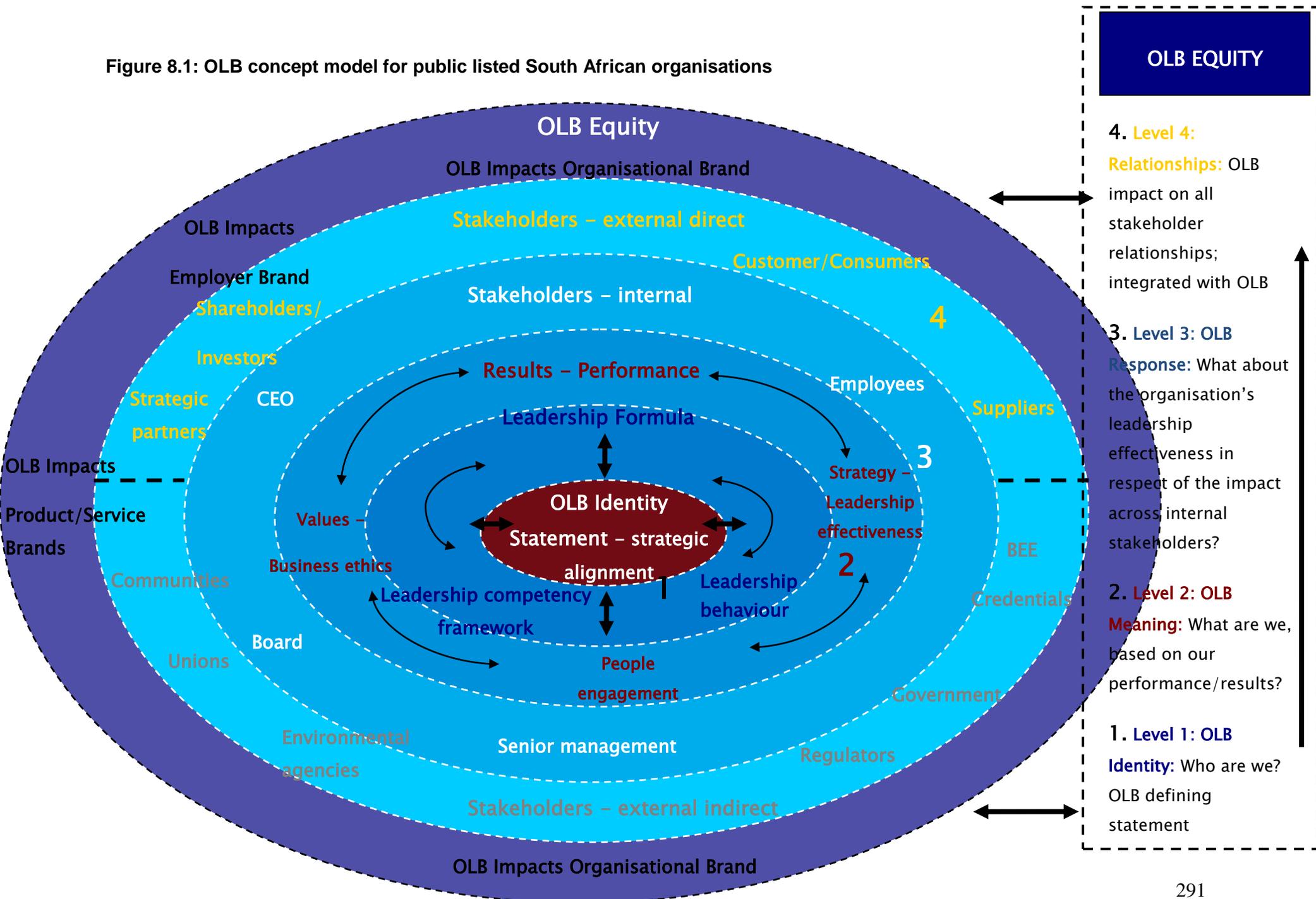
team approach and building strong engaging teams; employee development and empowerment; and the reward and recognition of employees contribution. The primary focus of the *people engagement* sub-concept is internally on employees and acknowledges the need to manage a variety of external stakeholders. The management of external stakeholders will be dealt with under a further element of the OLB concept model.

- *Values* include the alignment of organisational values, business ethics and an organisation's authentic leadership behaviour with the continuous learning and development of leaders at an individual and organisational level, so as to build leadership capacity continuously.

The delivery of *customer-focused results* requires the integration of the strategy – leadership effectiveness and people engagement with the values sub-concepts to lay the foundation for the organisation's leadership credibility (the next layer in the OLB concept model) and level two, *OLB meaning* (the organisation's leadership – what are we?), which contribute towards the further development of OLB equity. Level two serves as a key building block for the next two layers in the OLB concept model: the consideration of and engagement with *internal and external stakeholders*.

The OLB concept model (Figure 8.1) recognises that engagement with some of these stakeholders, particularly customers, will already have commenced and, therefore, forms part of the previous 'results-focused' layer of the model. However, the next two layers (3 and 4) of the OLB concept model are characterised by the response of these internal and external stakeholders based on their engagement with and experience of the organisation's leaders over a period of time. The *internal stakeholders* comprise a mix of the organisation's board, its CEO, the senior leadership and employees, and who all influence the organisation's leadership brand. The CEO and senior leadership have a significant influence on how others (internal and external to the organisation), and particularly customers and employees, interpret the OLB as a function of their leadership behaviour. These internal stakeholders form opinions and evaluations, and make judgements based on their engagement with and overall experience of the organisation's leadership effectiveness. Consequently, the third level of OLB equity development is constituted, namely *OLB response* (what about the organisation's leadership? How is it experienced by others and what is their reaction?).

Figure 8.1: OLB concept model for public listed South African organisations



The next layer of the OLB concept model (Figure 8.1) comprises two aspects of external stakeholders, namely those with a direct impact and those with an indirect impact on the OLB. Direct external stakeholders include customers/consumers/clients, shareholders/investors, suppliers and strategic partners. The strength and credibility of an organisation's leadership is influenced by the extent to which customer and shareholder expectations are met and they, therefore, influence the OLB. Also, and in a reciprocal manner, the OLB influences the organisation's relationship with customers, shareholders, suppliers and strategic partners.

The stakeholders with an indirect yet important impact on organisational success and, therefore, OLB includes the organisation's local/national community; BEE credentials; the government in general and government departments; regulators/legislation; unions; environmental agencies. The management and relationship building of all external stakeholders (direct and indirect impact) need to be balanced, over time, in terms of the organisation's particular business interests and challenges.

The experience over time of these external stakeholders of the OLB and the subsequent development of *relationships* constitute the fourth and final level (level 4) of the development of the value of OLB, the OLB equity. This fourth and ultimate level is characterised by strong positive and supportive stakeholder relationships with ongoing constructive and active engagement. The purposeful development of OLB equity over time is supported by the findings related to the achievement of product and service, as well as organisational brand equity, which requires the building of a brand's value for the customers' benefit across progressively higher levels over time (De Chernatony & McDonald, 1998; Kapferer, 2008; Keller, 2003; Kuhn *et al.*, 2008).

The OLB concept model (Figure 8.1) reflects the connected layers of the various categories (sub-concepts) that comprise OLB and their inter-relationships that over time combine through the internal (inside) – external (outside) and reciprocal influencing process. They combine to a stage when the OLB produces OLB equity that may positively contribute to enhancing the organisation's brand, the organisation's employer brand and the organisation's product/service brands (the *connection with other brands* sub-concept). The overall positive impact of the OLB should contribute to creating differential advantage for the organisation relative to its competitive advantage (Intagliata *et al.*, 2000; Ulrich *et al.*, 1999; Ulrich & Smallwood, 2007; 2008; 2012). Furthermore, the OLB concept model acknowledges that the categories (sub-concepts of OLB) that comprise the connected layers require consistent ongoing measurement, re-evaluation and

investment to ensure strategic alignment and limit the possibility of any major variation in OLB equity.

8.4 THE STATISTICAL EXPLORATION OF AN ORGANISATIONAL LEADERSHIP BRAND CONCEPT MODEL FOR PUBLIC LISTED SOUTH AFRICAN ORGANISATIONS

The discussion of the literature and the resultant conceptualisation of OL and OLB based on the qualitative findings and quantitative results provided the basis for the following types of reliability and validity:

- Content validity of the OL and OLB concepts and sub-concepts (Babbie, 2010; Punch, 2005; Rubin & Babbie, 2005)
- Face validity of the OLB questionnaire (De Vos *et al.*, 2011; Babbie, 2010)
- Reliability of the OLB questionnaire items (Anastasi, 1982; Babbie, 2010; Punch, 2005; Rubin & Babbie, 2005)
- Content validity of the OLB concept model for public listed South African organisations (Anastasi, 1982; Babbie, 2010; Punch, 2005; Rubin & Babbie, 2005)

The qualitative data analysis and the literature discussion identified the content valid OL and OLB concepts and sub-concepts. These qualitative findings provided the valid conceptual foundation to develop the OLB questionnaire items and the OLB concept model.

The face validity and practicality of the OLB questionnaire was determined through a critical review by three senior organisational leaders and two independent professionals (organisational psychologists) acting as a panel. The panel assessed and established face validity and functionality of the research questionnaire in terms of the

- questionnaire items (to represent the concepts of OL and OLB);
- practical application of the five-point rating scale;
- structure and layout of the questionnaire.

The face validity of the questionnaire was further enhanced by a pilot exercise to check the functionality of the online survey questionnaire regarding the

- ease of understanding instructions for completion;
- user friendliness of the online completion process;
- speed of the online completion.

The reliability of the OLB questionnaire items that represented the OL and OLB concepts and sub-concepts was attended to in the following three steps:

1. The qualitative findings from the semi-structured interviews and discussion of the literature findings provided the foundational content for the questionnaire's conceptual categories and items.
2. Critical review by three senior organisational leaders and two independent professionals (organisational psychologists) together with the researcher, acting as an expert OL and leadership brand panel, and supported by a research academic and statistician. This panel assessed and judged the content of the research questionnaire in terms of the extent to which the number and content of questionnaire items were judged to represent the concepts of OL and leadership brand.
3. Quantitative analysis of the internal reliability of the questionnaire, which produced 11 sub-concepts meeting the measured criteria for internal consistency reliability (Cronbach alpha). Since the alpha values were in the region of or greater than 0.70, internal consistency reliability could be assumed for the questionnaire items representing the sub-concepts of the OL and OLB concepts.

The verification of the internal consistency reliability of the questionnaire item content provided the basis for further exploratory statistical analysis using correlation and multivariate regression analysis to investigate the content of the OLB concept model. The results of the correlation analysis (Pearson correlation coefficients) indicated that the OL and OLB sub-concept scores were statistically significant and strongly correlated. This supported the assumption that some sub-concept scores may act as a 'predictor' of another in the final step in the analysis (Tables 7.14 to 7.16).

The next step in the exploratory analysis process was a multivariate linear regression performed on the OL sub-concept variables, and separately on OLB sub-concepts (Tables 7.17 and 7.18). The aim was to identify which OL/OLB sub-concept variable could be used to represent another OL/OLB sub-concept variable in the OLB concept modelling exercise. The final step in developing the OLB concept model required the consolidation of the primary dependent variable on which to base the OLB concept model. The modelling of OLB was achieved through multivariate linear regression on OL and OLB sub-concept variables in which the *results OL* sub-concept was regarded as the dependent variable. Two approaches to multivariate linear regression were followed to obtain the most reliable solution, namely forward selection and backward elimination (Tables 7.18 and 7.19).

The multivariate linear regression equation described the OLB concept model with the best fit as having an R-square value of 0.80 and indicated that 80% of the variability in the data was explained by the explanatory sub-concept variables included in the regression model. The relationship was highly significant (the significance level was indicated at 0.1%) and all explanatory sub-concept variables were significant on at least the 5% level.

Based on the exploratory research design, these findings provided the empirical support needed for the identification of the OL and OLB concepts and sub-concepts, the internal consistency reliability of the Leadership Brand Questionnaire items and the subsequent exploratory statistical analysis using Pearson correlation and multivariate regression, to investigate the relationship of the OL and OLB concepts and sub-concepts, to support establishing the OLB concept model for public listed South African organisations.

The reported combined qualitative and quantitative empirical support for the research objectives listed at the start of this chapter provides the basis for the empirical support for the primary research question: can the primary objective of the study be achieved? (i.e. “to investigate and establish an OLB concept model for public listed South African organisations”).

8.5 CONCLUSION

The exploratory mixed-methods, sequential and qualitatively emphasised research design required the integration of the qualitative findings and quantitative results to address the primary objective and supporting research objectives of this study. The objective of this chapter was to report on the integration of the qualitative findings and quantitative research results in support of the study’s research objectives. The primary research objective of the study was to investigate and establish an OLB concept model for public listed South African organisations. To achieve the study’s primary objective, the following research objectives were formulated:

1. To investigate and describe characteristics of the business context for leaders of South African public listed organisations.
2. To investigate and describe the way in which the concepts of OL and brand can be integrated to enable the formulation of a conceptual model of OLB.
3. To identify the elements of OLB for public listed South African organisations, by considering
 - 3.1. the general nature and role of OL,

- 3.2. the nature and role of OL for public listed South African organisations,
- 3.3. the general nature of the OLB concept for public listed South African organisations.
4. To formulate an OLB concept model for public listed South African organisations.
5. To explore, statistically, an OLB concept model for public listed South African organisations.

The discussion of the literature and Phase One and Two of the qualitative stage helped to establish an understanding of the business context for leaders of South African public listed organisations, the identification of the OL and OLB concepts and sub-concepts, and of the elements of an explorative OLB concept model for public listed South African organisations.

Further qualitative support was obtained from the answers that were given to item 82 of the leadership brand questionnaire: "In your opinion, what are the top three factors that impact on an organisation's leadership identity/brand?" These findings provided further support for the elements identified in phase two of the qualitative results relating to the nature of OL and OLB, including the management of stakeholders internal and external to the organisation.

The OLB elements were illustrated in the form of 11 sub-concepts of OL and OLB: thinking and general leadership effectiveness (OL); values (OL); people engagement (OL); results-focused (OL); the nature and development of OLB; the importance of OLB; the OLB link to other brand concepts; internal stakeholders–senior leadership (OLB); external stakeholders–direct impact (OLB); external stakeholders–indirect impact (OLB); and general stakeholder management (OLB).

Qualitative and quantitative support was obtained for 'employees as internal stakeholders' to be integrated as part of other sub-concepts, namely people engagement and general stakeholders as part of the content of the OLB concept model solution.

The formulation of an OLB concept model was based on a number of steps in the exploratory quantitative analysis. These ranged from the verification of the internal consistency reliability (Cronbach alpha) of the leadership brand questionnaire items that represented the OL and OLB concepts and sub-concepts (Table 7.13), as well as the relationship among the OL/OLB sub-concepts (Pearson correlation coefficients). The results indicated that some OL/OLB scores may act as predictor of another in the final step in the analysis (Tables 7.14 to 7.16). A next step was to identify which OL/OLB sub-concept variable could be used to represent another OL/OLB

sub-concept variable in the OLB concept modelling exercise, by using a multivariate linear regression analysis (Tables 7.17 and 7.18). Finally, the multivariate linear regression results provided the basis for the final step in the quantitative analysis, namely the modelling of OLB, by using a multivariate linear regression (backward elimination) on OL and OLB sub-concept variables. In this step the *results OL* sub-concept was regarded as the dependent variable that provided the most reliable solution (Tables 7.18 and 7.19; Figure 7.2).

The OLB exploratory concept model solution (Figure 7.3), which was based on the multivariate linear regression equation, indicated that the *results* sub-concept was a function of the following sub-concepts: *OL people*; *OL value*; *OLB general stakeholder*; *OLB internal stakeholder – senior management*; and *OLB connectivity to other brands*.

The OLB concept model for public listed South African organisations was illustrated (Figure 8.1) and explained in terms of the elements of the OLB concept model; the relationship between the OLB concept model elements as part of the process of developing OLB equity; and the OLB links with the phases of brand equity building theory. The two OLB concept model elements (sub-concepts), namely the nature of OLB and the importance of OLB, were integrated throughout the explanation of the OLB concept model.

Establishing the OLB concept model was explained in terms of the research process followed – from the discussion of the literature combined with the qualitative stage to investigate and identify the content of OL and OLB concepts and sub-concepts, and complemented with the quantitative analysis – to establish the reliability of the leadership brand questionnaire items, and to investigate and establish the OL and OLB concept relationships for the OLB concept model for public listed South African organisations.

The reported combined qualitative findings and quantitative results provided the empirical support for the research objectives and sub-objectives, as well as the basis for the empirical support for the primary research question: Can the primary objective of the study be achieved, namely “to investigate and establish an OLB concept model for public listed South African organisations”?

Chapter 9 covers the study’s contribution, main findings and implications, limitations, as well as suggestions for further research.

CHAPTER 9: RESEARCH OVERVIEW, MAIN FINDINGS, CONTRIBUTION, LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

9.1 INTRODUCTION

The research has succeeded by achieving the primary research objective (i.e. “to investigate and establish an OLB concept model for public listed South African organisations”) and concludes with the current chapter. The empirical, qualitative and quantitative findings and results were described and presented in Chapters 6 and 7 respectively, and integrated in Chapter 8 to formulate the OLB concept model for public listed South African organisations.

This chapter provides a concluding overview of the following: An empirical overview, the study’s main findings and implications, contribution of the research, and an overall evaluation of the study.

9.2 EMPIRICAL OVERVIEW

This section covers the background and motivation for the study, the research problem and objectives, the research methodology and the research design.

9.2.1 *Background and motivation for the study*

Notwithstanding the global economic slowdown, the demand for leadership effectiveness remains a reality for organisations in order that they may survive, thrive and sustain business competitiveness in a local and global marketplace. The continued significant investment in the development of leaders in organisations reinforces the view that the quality of leadership across an organisation significantly impacts on its effectiveness and competitiveness, relative to its market competitors.

The 21st century business context requires organisational leaders to deal with ongoing challenges to sustain competitiveness in the marketplace. Significant global and local changes have taken place and have impacted on both the external and internal business environments. South African organisational leaders need to find business solutions within a complex web of national competitiveness dimensions and despite a challenging global and local economic outlook (Global Economic Forum & Global Competitiveness Reports, 2009, 2010, 2011, 2012;

United Nations report, 2011). Public listed South African organisations and the leaders of these organisations, which constitute the target organisations and leaders of this study are affected by this challenging business context.

As part of the quest by leaders of South African public listed organisations to find new solutions to enhance effectiveness and distinguish themselves from competitors, organisations are required to go beyond the focus of strengthening individual leadership competence towards building a more general and broader OL capability. A new movement of building OL capability, conceptualised as a 'leadership brand' for the organisation, has emerged.

This study was motivated by the need to find a unique solution by combining the concept of OL with the concept of brand. Thus the OLB was used to differentiate between public listed South African organisations and competitors, thereby enhancing the level of organisational success.

9.2.2 Problem statement and research objectives

The identified problem of this study was to investigate the nature and role of OL as related to brand, and identify the nature of the OLB concept for public listed South African organisations. Based on the research problem, the primary research objective of the study was to investigate and establish an OLB concept model for public listed South African organisations. To achieve the study's primary objective, the following research objectives (as formulated already in Section 1.4) were formulated:

1. To investigate and describe the characteristics of the business context for leaders of South African public listed organisations.
2. To investigate and describe the way in which the concepts of OL and brand can be integrated to enable the formulation of an exploratory conceptual model of OLB.
3. To identify the elements of the OLB concept for public listed South African organisations, by considering
 - 3.1. the general nature and role of organisational leadership,
 - 3.2. the nature and role of OL for public listed South African organisations,
 - 3.3. the general nature of the OLB concept for public listed South African organisations.
4. To formulate an OLB concept model for public listed South African organisations.
5. To explore, statistically, an OLB concept model for public listed South African organisations.

9.2.3 Research methodology

The following sections summarise the research approach, the sampling strategy and study sample, the data collection process, and the methods and steps for analysing the data gathered to investigate the research problem and the research objectives.

9.2.3.1 Research approach

The study was framed in the pragmatic paradigm and adopted an exploratory, partially mixed method, as well as a sequential and qualitatively emphasised research design to address the research objectives. The chosen mixed methods approach was adopted given the paucity of research into the analysis, understanding and linking of the concepts of OL and leadership brand. A qualitative approach consisting of primary data analysis and semi-structured interviews was adopted to gather information for exploring and identifying the concepts of the nature of OL and leadership brand for public listed South African organisations. The quantitative stage followed sequentially and separately (partially mixed method) and the leadership brand survey questionnaire was used to gather data on the concepts of the nature of OL and leadership brand for public listed South African organisations for statistical analysis. The qualitative emphasised approach, complemented by the quantitative approach, was combined, given the exploratory nature of the research objectives.

9.2.3.2 Research process

The application of the exploratory mixed-method research approach included the following sequential research stages and phases:

Stage One: The discussion of the literature covered the business context for leaders of South African organisations, and the two identified concepts of OL and leadership brand.

Stage Two: The qualitative research stage consisted of two phases:

- Phase One: The emerging dimensions from the literature study formed the basis and focus for the extraction of primary data from the annual general reports of six public listed South African organisations over at least five consecutive years between 2004 and 2010.
- Phase Two: The concepts of OL and leadership brand were explored and identified with the use of 14 qualitative semi-structured interviews with senior leaders from public listed South African organisations.

Stage Three: The quantitative research stage consisted of the following three phases:

- Phase Three: The quantitative aspect of the research design was based on the development of a data-gathering tool – the leadership brand survey questionnaire. This followed the integration of the literature discussion and the qualitative findings on the identification of the OL and leadership brand concepts from the semi-structured interviews with the senior leaders.
- Phase Four: Pilot testing of the quantitative research instrument – the leadership brand survey questionnaire.
- Phase Five: The quantitative study in which the leadership brand survey questionnaire was distributed to a wider sample group and the data were analysed. This resulted in a quantitatively based concept model of OLB.

Stage Four: The integration and interpretation of the research findings. The qualitative findings and quantitative results were integrated and interpreted to formulate an OLB concept model for public listed South African organisations.

9.2.3.3 Sampling strategy and the study sample

The study sample consisted of senior leaders employed by public listed South African organisations across a range of industries. The senior leaders were selected based on the requirement that they had to be involved at the strategic leadership level of the organisation. The purposive sample of 14 senior leaders was selected for the qualitative phase of semi-structured interviews across the following industries: financial services/banking, mining, manufacturing/beverage, retail, information technology/communications, and services. Findings from the semi-structured interviews and the literature discussion identified the OL and OLB concepts and sub-concepts, and formed the basis for the design of the leadership brand questionnaire, which was used to collect data in the quantitative stage.

For the quantitative stage, a purposive sampling approach was used and 70 senior leaders were approached, resulting in 36 respondents completing the online leadership brand questionnaire across the following industries: financial services/banking, insurance, mining, manufacturing/beverage, retail, construction, medical, services, logistics and hospitality.

9.2.3.4 Data gathering and data analysis

The following data collection methods were used in the exploratory mixed methods research method in a sequential manner:

- As part of the qualitative process, a primary data analysis was conducted on the annual reports of six public listed South African companies regarding dimensions of OL and leadership brand, and this analysis assisted in the design of the semi-structured interview guide.
- The contents of the semi-structured interviews (n=14) were analysed, which identified the OL and OLB concepts and sub-concepts, and assisted in the development of the survey leadership brand questionnaire.
- After the development and testing of the online leadership brand questionnaire, it was completed by 36 respondents.

The reliability of the survey questionnaire items representing the OL and OLB concepts was determined through internal consistency reliability analyses. The relationship between these concepts as related to the study objectives was explored statistically using correlation analysis. Next, the quantitatively based OL model was developed based on multiple regression analysis. Finally, the qualitative findings and quantitative results were integrated and provided adequate content support to establish the OLB concept model for public listed South African organisations.

9.2.3.5 Protection of the integrity of the research design

From a practical point of view, the respondents' confidentiality was protected. During the qualitative and quantitative data collection process, the integrity of the research design was addressed in terms of practicality, reliability and validity.

9.2.3.6 Ethical considerations

From an ethical perspective, the study applied the UNISA policy on research ethics (2007) that was available at the time of gathering data. The main concern was securing the anonymity of the respondents and ensuring confidentiality with regard to the feedback on the leadership brand questionnaire. No incidents were reported with regard to a breach in the confidentiality agreements. Although respondents were identified and selected for the qualitative and quantitative study, their participation was voluntary. No individual participated without his or her consent.

9.3 SUMMARY OF THE MAIN RESEARCH FINDINGS

The achievement of the primary research objective of this study, namely “to investigate and establish an OLB model for public listed South African organisations”, required an identification and description of the business context for leaders, and the identification and integration of the elements that comprise the concepts of OL and OLB for public listed South African organisations.

9.3.1 Findings relating to the business context for leaders of South African organisations

The business context for leaders of South African organisations was found to be complex due to the impact of global change and a range of local factors, as indicated in the World Competitiveness reports (2009, 2010, 2011, 2012) and by the requirement for organisations to be world-class to compete effectively. Furthermore, the qualitative findings identified that leaders of South African organisations faced the following challenges: the complex, fast-changing global/local context/environment; the impact of global economics sustainability; talent management, particularly talent retention; managing the complex mix of stakeholders; ongoing organisational transformation; the impact of affirmative action; the impact of BEE; the requirement for good governance; diversity management; managing through state legislation and regulation; and managing the impact of the legacy of South African history.

The investigation of the business context indicated that leaders of public listed South African organisations need to adopt a transformational approach to leadership that is holistic, systemic, incorporating a customer- and employee-driven value proposition; a vision that is values-driven, adaptive, innovative and with a responsive culture, amidst increasing change and ambiguity.

9.3.2 Findings relating to the elements of the nature and role of OL for South African public listed organisations

The major insights gained from the discussion and interpretation of the elements relating to the nature and role of OL for public listed South African organisations in terms of the discussion of the literature and the empirical findings reported, were as follows:

- The 11 element themes relating to the nature of organisational leadership, supported by a transformational–transcendental leadership approach and emerging systems model of leadership, were identified and represented in Figure 3.1. The following conceptualisation of OL for South African public listed organisations resulted for the purposes of this study:

the cumulative leadership impact across an organisation resulting from a values-based, authentic process and behaviour of influencing and motivating people, while balancing the task and people aspects across all leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and guiding people, while continuously learning, to achieve sustainable results.

- Based on the content of the semi-structured interviews (Appendix 5) and responses from the leadership brand questionnaire's open-ended question (item 82, see Appendix 12), the analysis of the findings of the quantitative leadership brand questionnaire (Figure 7.2; Appendix 11) identified the elements relating to the general nature and role of the concept of organisational leadership. These were summarised as follows:
 - General leadership effectiveness
 - Values-driven leadership
 - Leadership through people engagement
 - Results-focused leadership.

The leadership competency themes of self- and values-based leadership, providing direction and solving complex problems, people engagement, and the delivery of customer-focused results, transpired from the qualitative findings and quantitative results and were incorporated into the above summary of the elements of the general nature and role of organisational leadership.

The engagement with and management of stakeholders emerged from the qualitative and quantitative research findings as a significant element of the nature and role of OL for South African organisations. The stakeholder element included a focus on engaging and managing the interests and expectations of both internal and external stakeholders in the organisation. Research findings regarding the stakeholder concept will be explained further as part of the findings regarding the nature of OLB.

9.3.3 Findings relating to the elements of the nature of OLB concept for public listed South African organisations

The major insights gained from the discussion and interpretation of the elements relating to the nature of OLB for South African public listed organisations based on the discussion of the literature and the empirical findings reported were as follows:

- The concepts of brand and brand equity were integrated into an adapted brand equity model (Figure 4.1) and this was integrated with the concept of leadership to constitute an exploratory conceptual model of OLB for public listed South African organisations (Figure 4.2). The exploratory conceptual model of OLB provided an initial perspective on the proposed development of an OLB across four levels of brand equity development, leading to OLB equity and incorporating various internal and external stakeholders that required leadership engagement.
- The development of the leadership brand questionnaire (Table 7.13; Appendices 9 and 10) produced internal consistency reliability (Cronbach alpha statistic) in the region of or greater than 0.70. This indicated that internal consistency reliability could be assumed for the items comprising the sub-concepts of the OL, OLB and stakeholder concepts. The internal consistency reliability results support the assumption that the clustered items can be interpreted as contributing towards explaining each of the questionnaire's sub-concepts and concepts.
- Based on the content of the semi-structured interviews (Appendix 5) and responses from the leadership brand questionnaire's open-ended question (item 82, Appendix 12), as well as the analysis of the quantitative leadership brand questionnaire findings (Table 7.17; Figure 7.2; Appendix 11), the identified elements relating to the general nature of OLB concept are summarised as follows:
 - The nature of OLB concept
 - The importance of OLB concept
 - The link to other brand concepts
 - Internal stakeholders
 - External stakeholders that have either a direct (customer-consumer, investors, suppliers, and strategic partners) or an indirect (community, government, legislation, BEE, regulators, environmental agencies, and unions) effect on the OLB.

The findings relating to the elements of OL and OLB as well as stakeholders provided the foundation for the analysis of the relationship between these concepts as part of the process of exploring the formulation of an OLB concept model for public listed South African organisations.

9.3.4 Findings based on the integration of the qualitative findings and qualitative results

The final phase of the exploratory quantitative analysis was performed utilising the statistical technique of backward elimination multiple regression (Table 7.18). The aim was to produce the optimal multiple regression model integrating the concepts of OL and OLB (Figure 7.3). The subsequent integration of the qualitative findings and quantitative results were integrated and provided adequate content support to establish the OLB concept model for public listed South African organisations (Figure 8.1).

The OLB concept model for public listed South African organisations explained the relationship between the OLB concept model elements as part of the process of developing OLB equity, which was linked with the levels of brand equity building theory. The concept model illustrates the development of OLB equity across four successive and related levels—from establishing the unique OLB identity statement (level one) to leadership performance, to the delivery of customer-focused results (level two), to the impact of internal stakeholders (level three), and to the establishment of strong external stakeholder relationships (level four) resulting in the establishment of OLB equity (Figure 8.1).

9.4 CONTRIBUTION OF THE RESEARCH

The research contribution across the methodological, theoretical and practical domains is described in the sections that follow.

9.4.1 Methodological contribution

The study, set in the pragmatic research paradigm, used a mixed methods research approach to answer the research objectives. More specifically, an exploratory, sequential mixed methods research approach using the qualitatively emphasised, followed by the quantitative research approach was successfully used for the exploration and identification of the concepts of OL and leadership brand set in the pragmatic context of public listed South African organisations.

Furthermore, this study illustrates that an exploratory, sequential mixed methods research approach in which the qualitative approach is followed by the quantitative approach, is

supportive of the research objective, which requires the design of a research instrument to collect data (i.e. a survey questionnaire).

The study points to the use of a mixed methods approach in which the strengths of the qualitative and quantitative approaches combine for the robust study of research objectives related to organisational psychology within the pragmatic context of public listed organisations.

9.4.2 Theoretical contribution

The research combined two separate sets of literature: OL and brand. The study made a significant contribution to understanding the relationship between the nature of OL and brand equity as related to OLB. The following section describes theoretical contributions in terms of the guiding role for organisations based on the OLB model, the leadership brand questionnaire, the collaborative leadership style, the development of leaders and stakeholder engagement.

An integration of the OL and brand equity concepts led to the notion of OLB and resulted in the design of an OLB concept model for public listed South African organisations. The empirical foundation for the OLB concept model provides guidance to the leaders of public listed South African organisations in the formulation and implementation of their OLB. (The OLB concept model is described in section 8.3 and illustrated in Figures 8.1 and 9.1.) The study's qualitative and quantitative research process included the development of a survey instrument, the leadership brand questionnaire, which can be used in future empirical research and for application in organisations. Furthermore, the OLB concept model provides guidance to organisational leaders to establish and leverage, in an integrated way, the resulting differential advantage that is created when an organisation's unique leadership brand and leadership effectiveness differ from those of its competitors and are considered better than a competitor's by all stakeholders. The absence of an empirical leadership brand concept model will result in public listed South African organisation's losing an opportunity to establish a unique leadership brand and OLB equity to enhance leadership and organisational effectiveness.

The leadership content, which pertains to the nature of OL (conceptualised in the study) and forms part of the OLB concept model, focuses on a transformational leadership approach and puts particular emphasis on an engaging and collaborative style of leadership. The collaborative leadership style comprises an organisational internal (inward focus—employees) and external (outward focus—stakeholders) for leaders at all organisational levels. More specifically, the collaborative style includes the use of *ubuntu* principles; the demonstration of passion and inspiration to make a positive impact on others; collaborative engagement with employees and

external stakeholders; building confidence and trust; a team approach; employee development and empowerment; and the reward and recognition of employees' contribution.

Furthermore, the collaborative leadership style needs to be underpinned by an alignment to the organisation's values, business ethics and authentic leadership behaviour. Continuous learning and development of leaders at an individual and organisational level are also needed to continuously build leadership capacity. The collaborative leadership style will influence positively the development of an organisational climate and culture of learning, openness, trust, team working, customer focus and performance, thereby supporting the enhanced effectiveness of public listed South African organisations. In contrast, the absence of a collaborative OL style will probably undermine the establishment of an optimal organisational culture and compromise organisational performance and effectiveness. Moreover, the adoption of a non-collaborative leadership style will negate the development of leadership brand equity and significantly detract from an organisation's employer and organisational brand. Therefore, a collaborative style is regarded as the preferred leadership style for public listed South African organisations to ensure effective leadership and contribute to enhanced organisational effectiveness.

The empirical basis of the collaborative leadership style of the OLB concept model includes a focus on the engagement required with external stakeholders in the South African business context. The organisation's leaders (and particularly its senior leaders) are required to engage effectively with and manage external stakeholders' expectations of the organisation so as to establish strong positive and supportive stakeholder relationships, characterised by ongoing constructive and active engagement. Leaders of South African organisations have to manage a complex mix of external stakeholders, which could have either a potentially direct or indirect impact on the organisation's effectiveness.

The study classified external stakeholders with a direct impact on the organisation (i.e. customers/consumers/clients; shareholders/investors; suppliers and strategic partners), and those with an indirect impact (i.e. the organisation's local/national community; BEE credentials; the government in general and government departments; regulators/legislation; unions, and environmental agencies). Therefore, as part of their collaborative leadership style, the senior leaders of public listed South African organisations need to consider their particular mix of external stakeholders and their respective direct and indirect influence so as to effectively manage the expectations of stakeholders and thereby contribute to organisational effectiveness.

The exponential growth in social media as a means of communicating is predicted to continue into the future. Customers, as external stakeholders of an organisation, appear to have a growing requirement for social media-based communication with and from the senior leaders of organisations. The requirement for leaders and particularly senior leaders of public listed South African organisations to engage with and manage stakeholder expectations points to the use of various communication tools, including social media, as an effective means to communicate quickly and effectively with all stakeholders regarding organisational matters. The use of social media in this regard should result in increased transparency, integrity and sincerity of organisational communication with stakeholders, thereby reinforcing and sustaining the collaborative leadership style required of public listed South African organisations.

The OLB concept model, which includes the leadership brand identity statement, the leadership formula consisting of the organisational values and leadership competencies informed by the collaborative leadership style, and the consideration of all stakeholders, provides the empirical foundation and focus needed for an organisation's leadership development strategy. The OLB concept model and particularly the collaborative style of leadership provide the focus required for an appropriate and ongoing investment in holistic and integrated leadership development across an organisation, in order to enhance and sustain OL effectiveness. The lack of positive influence of a leadership brand model on guiding an organisation's investment in leadership development will in all likelihood result in a disjointed and sub-optimal attempt at leadership development, thereby detracting from effective organisational leadership.

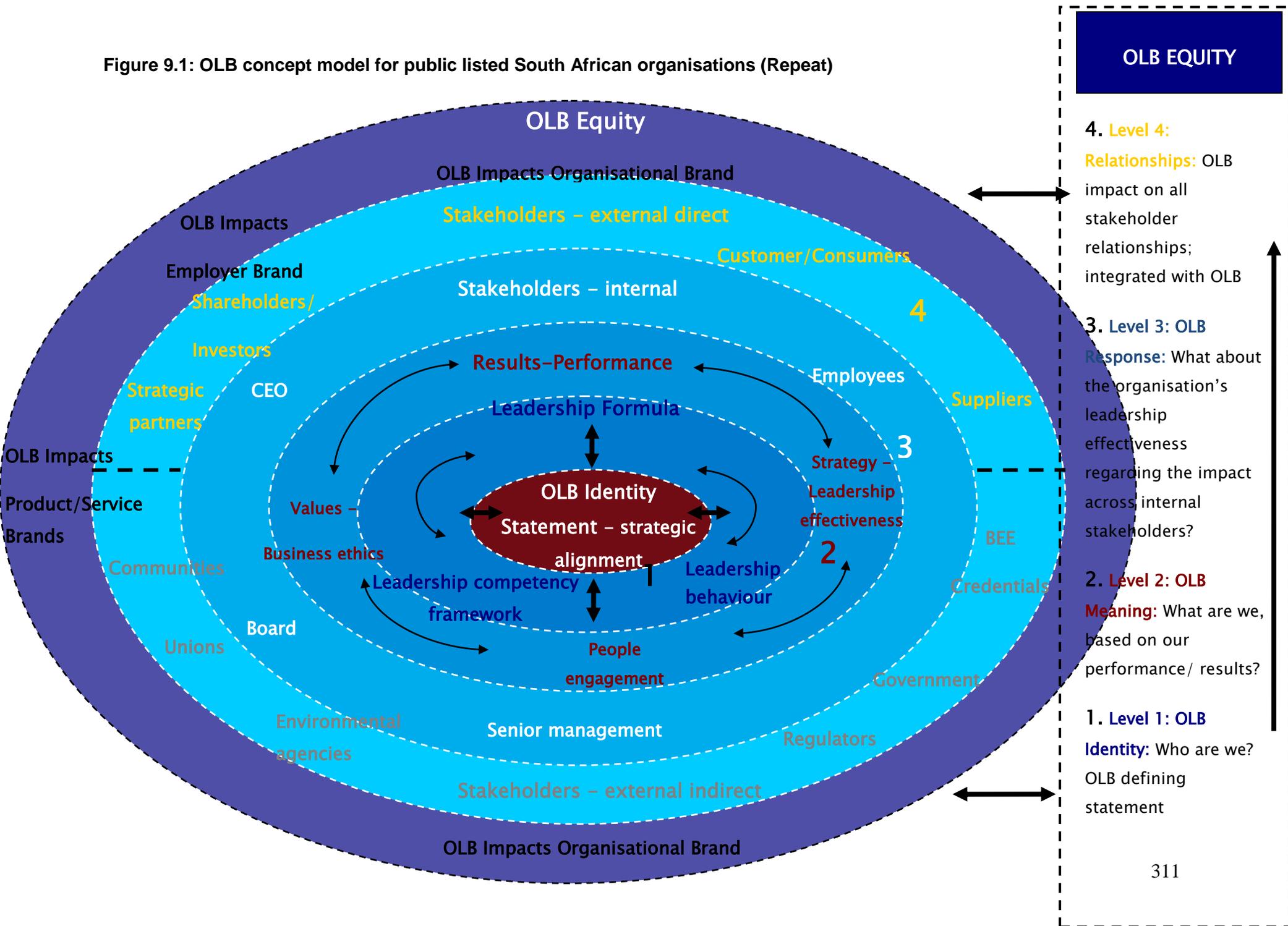
In summary, the guidance provided by the OLB concept model for leaders of public listed South African organisations for developing and implementing OLB should result in the consistent display of OL effectiveness as experienced by stakeholders and embodied in the achievement of OLB equity. Furthermore, the achievement of OLB equity should positively contribute to enhancing the organisation's brand, employer brand, and product/service brands. The overall positive impact of achieving and sustaining OLB equity should help to distinguish organisations from their competitors and create a competitive advantage.

9.4.3 *Practical contributions of the OLB concept model*

By using the OLB concept model (Figure 9.1), public listed South African organisations may benefit from a number of practical implications regarding the formulation, implementation and sustainment of an OLB. These are as follows:

- The design of a change process to facilitate the definition of the envisioned OLB that is aligned with the organisation's strategy and that includes the leadership competency framework across all levels of the organisation's leadership (Level one of the OLB concept model, Figure 9.1). The change process needs to reflect a collaborative approach across stakeholders to formulate the OLB statement and leadership competencies.
- Organisations need to formulate a diagnostic process and assessment tools so that the senior leadership can ascertain the current state of its OLB as viewed by stakeholders (Figure 9.1, OLB levels two to four). The results will shape the relative emphasis required to formulate and implement the OLB.
- Organisations need to set up measurement processes and tools from an internal and external stakeholder perspective, to monitor and provide feedback on the progress of developing OLB equity (across all levels of the OLB concept model, Figure 9.1). The OLB measurement results provide the basis for feedback to modify and/or refocus efforts to build OLB equity, and to communicate the appropriate OLB messages to different stakeholders.
- Organisations need to build effective leadership capacity across all levels. They should design and implement a customer-focused leadership development solution in terms of the content (what) and process (how), driven by the organisation's leadership competency framework and aligned with the OLB. The leadership capacity-building process also needs to include the opportunity for individual leaders and teams of leaders to review and improve their leadership behaviour within the context of what is expected in terms of the organisation's leadership competency framework (Levels one and two of OLB concept model, Figure 9.1).
- Human capital processes need to be aligned with the development of OLB equity to make a positive impact on the organisation's ability to attract, select and retain talent. The content of the OLB's leadership formula—particularly leadership competencies and behaviour—lays the foundation for the attraction of new talent into the organisation. The alignment of the OLB and its positive influence in terms of effective leadership on the organisation's employer brand help to attract and retain talent (OLB concept model levels one to four, Figure 9.1).

Figure 9.1: OLB concept model for public listed South African organisations (Repeat)



- Organisations should formulate the communication of OLB to internal and external stakeholders as part of the organisation's overall communication strategy. The communication approach regarding OLB in terms of both formal and informal communication (including the use of social media) needs to be aligned with the different stages of OLB equity development and customised to different internal and external stakeholders. Once the measurement of the OLB indicates that OLB equity has been achieved, formal communication that links the release of the organisation's business results with those of external stakeholders (such as customers, partners, suppliers and investors) may assist in enhancing the overall perceived value of the organisation (Level four of the OLB concept model, Figure 9.1).

The above practical implications have been suggested so that organisations may achieve optimal benefit from implementing and sustaining a unique OLB equity that helps to enhance the organisation's brand, employer brand and product/service brands—thereby enhancing the organisation's competitive advantage. The outer layer of the OLB concept model (Figure 9.1) illustrates the positive links of OLB equity to the organisation's brand, employer brand and product/service brands.

As described in the practical contributions above and illustrated in the OLB concept model (Figure 9.1), the integration of an organisation's human capital and business processes (e.g. the customer management system and the internal/external communication processes) is required to support the achievement of OLB equity. Organisations may benefit in terms of increased effectiveness in the short term by progressing through the OLB levels to achieve OLB equity. However, given the requirement for the strategic integration of organisational processes to achieve OLB, a medium-term approach of approximately three years will typically be required to achieve OLB equity and display enhanced organisational effectiveness.

The OLB concept model can be used to guide the design, development and implementation of an organisation's OLB as a strategic initiative that requires the alignment and integration of the OLB with the organisation's strategic objectives (Figure 9.1). The strategic positioning of the OLB intervention benefits the organisation in the following ways:

- The organisation's leadership framework and focus is elevated to the level of strategic objective and integrated with the organisation's other strategic objectives.
- The investment in the development of an organisation's leadership should result in higher levels of return on investment in the form of enhanced overall leadership competence.

- The collaborative approach of involving internal and external stakeholders in the development and implementation of the OLB has a positive impact on the organisation's climate and culture.
- The realisation of OLB equity should strengthen the organisation's employer brand and result in the attraction of talent to the organisation.
- The organisation's OLB equity should attract the favourable attention of investment analysts and result in enhanced share valuation relative to industry competitors.

Furthermore, internal and external stakeholders could benefit from the implementation of the OLB concept model and the achievement of OLB equity. Employees' work satisfaction and performance should be more positive, given their collaborative involvement in the process of formulating and implementing the OLB and their exposure to the ongoing collaborative leadership behaviour across the organisation. External stakeholders—particularly customers, partners, suppliers, regulators, unions and investors—should positively experience a more engaged, collaborative and transparent organisation due to the collaborative leadership process of formulating, implementing and sustaining the OLB.

The methodological, theoretical and practical contributions of the research point to possibilities for future research.

9.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The following research opportunities are suggested for consideration:

- Using the mixed methods research approach to answer research objectives within the pragmatic organisational context.
- Enhancing the OLB questionnaire and its aligning to the OLB concept model through the application to a much larger sample of public listed South African and global organisations.
- Enhancing the content validity of the concept of OLB and establishing construct validity regarding the effect of the OLB on an organisation's competitive advantage.
- Applying the OLB concept model across other levels of OL to enhance the model's content and construct validity.

- Researching the OLB concept model across more South African industry categories to strengthen the model's content and construct validity, and to broaden its application in industry.
- Researching the possible inclusion of other external stakeholders related to different industries as part of the OLB (e.g. the media, which were not identified in this study).
- Strategically aligning and developing an organisation's leadership brand to have an impact on the organisation's human capital processes (attracting, developing and retaining leadership talent). The optimal alignment of these processes offers practical and empirical research opportunities to re-evaluate, modify and/or design new leadership-related processes as part of the broader human capital and organisational processes.
- Investigating the extent of the OLB's impact on the other organisational brand concepts, such as the organisation's brand, the employer brand and the organisation's product /service brands.
- Investigating the extent of an organisation's competitive advantage as a result of establishing OLB equity.
- Conducting ongoing and deeper research into the role of OLB within the context of enhancing organisational effectiveness and competitive advantage as a result of the exponential impact of constant change on 21st century organisations and organisational leaders.

9.6 AN OVERALL EVALUATION OF THE RESEARCH STUDY

The section covers the strengths and weaknesses of the study and makes recommendations for future research.

9.6.1 *Strengths of the study*

Firstly, the study used an explorative mixed methods research approach that combined qualitative and quantitative research methods which added to the overall rigor and validity of the study. The combination of qualitative and quantitative approaches increased the objectivity and 'richness' of the research findings, since the research problem was studied from both perspectives.

The OLB questionnaire that had been based on the qualitative findings, internal reliability of the items representing the OL and OLB concepts was established and further exploratory statistical analysis identified the relationship of the OL and OLB concepts and sub-concepts.

For the quantitative research stage, the distribution and completion of the online leadership brand questionnaire proved to be effective due to the mobility and wide geographic spread of the respondents.

The South African public listed organisations were represented across six industry sectors in the qualitative research stage and ten industry sectors in the quantitative stage. Therefore, the research findings can be generalised industry-wide for public listed South African organisations.

The sample comprised a sufficient number of respondents who represented a range of South African industries for sound qualitative and exploratory quantitative statistical analysis.

Finally, the combination of qualitative findings and quantitative results provided sound content support for the OLB concept model for public listed South African organisations.

9.6.2 *Limitations of the study*

The availability of the senior leaders posed a challenge and due to the demands of their senior positions within their organisations, it was difficult to schedule leaders to meet for the one-on-one interviews.

The purposive sample of senior leaders from public listed South African organisations for the qualitative (14 interviews) and quantitative (36 respondents) research stages was not representative enough to enable generalisation to a broader population of South African organisations. The limited quantitative sample only provided for explorative statistical analysis of the OL and OLB concepts and sub-concepts. The study was conducted across six and ten industries respectively—with five industries (financial services/banking, mining, manufacturing, retail and services) common to the qualitative and quantitative stages.

Finally, the findings of the study cannot be generalised to organisations that are not public listed South African organisations.

9.7 CONCLUSION

It is believed that this study has made a significant contribution in providing an understanding of the concept of OLB for public listed South African organisations. The OLB concept model supports leaders of public listed South African organisations in formulating, developing and sustaining leadership brand equity as a means of contributing to an organisation's effectiveness and competitive advantage. The study added a new perspective to 21st century OL through establishing the formulation of an OLB concept model for public listed South African organisations.

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(http://www.weforum.org/en/knowledge/Themes/BusinessandManagement/Leadership/KN_SESS_SUMM_32630?url=/en/knowledge/Themes/BusinessandManagement/Leadership/KN_SESS_SUMM_32630)

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APPENDIX 1: Conceptualisation of organisational leadership: summary of leadership themes

Appendix 1											
Conceptualisation of organisational leadership: Summary of leadership themes											
Researcher	Personal leadership: values-based; learning; excellence; authenticity	Vision, mission, strategy	Influencing, Inspiring, & motivating people-stakeholders	Style: Collaborative; Balance task & people	Change, ambiguity, paradox, change capacity	Organisational levels- Leadership capacity	Followers & empowerment	Culture & climate	Situational/ Context	Teams/ team-working	Results
Alexander, in Hesselbein & Goldsmith (2006)			x		x						
April et al. (2000)					x						
Avolio (2007)	x						x	x	x		
Bakerman (2001)				x							
Bass (1981)			x		x					x	
Bennis & Nanus (1997), Bennis (2007)	x	x	x	x	x	x	x	x	x	x	x
Calton & Payne (2003)			x		x						x
Cangemi & Miller (2007)							x	x			
Cardona (2000)	x			x			x				
Christensen & Gordon (1999)								x			
Collins (2001); Collins & Hansen (2011)	x	x				x					x
Denison (1984, 1990, 2000)								x			
De Vries (2006)	x		x	x	x	x	x	x	x		x
Drew & Smith (1995)					x						
Dufficy (1998)							x				
Edwards, et al. (2002)					x	x		x		x	
Emsberger (2000)				x						x	
Fairholm & Fairholm (2000)		x				x		x		x	
Fulop & Linstead (1999)								x			
Goldsmith, et al. (2003)	x	x	x				x				x
Goleman, et al. (2001)	x			x				x			
Graetz(2000)		x	x		x		x				
Gratton (2010, 2011, 2012)	x		x		x					x	
Groothof (2007)			x	x					x		x

Haker & Sharma (2000)									x		
Hawkins (2011)										x	
Higgs (2003)	x										
House, et al. (2004)	x	x	x	x				x		x	
Howard & Wellins (2009)	x					x					
Jansen (2000)					x						
Jaques & Clement (1994)	x	x				x	x	x	x	x	x
Johnson (1995)							x				
Khoza (2006)			x	x	x						
Li, Wang & Mobley (2012)									x		
Morakul & Wu (2001)							x				
Prabhu & Robson (2000)											x
Rampersad (2009)	x	x									
Rubenstein (2005)							x				
Sanders, et al. (2003)											
Saunders (2007)	x										
Schein (1985)								x			
Schmidt, et al. (2009)								x			
Schultz, et al. (2003)									x		
Senior (1997)											x
Sorensen (2002)								x			
Spears (2010)											
Sternberg (2007)	x									x	
Tannenbaum & Schmidt (1958)									x		
Terrell (2011)	x	x	x	x	x		x		x		x
Tirmizi (2002)									x		
Ulrich, et al. (1999,2007,2012)	x	x	x			x	x				x
Van der Merwe & Verwey (2007)	x	x	x	x	x	x	x	x	x	x	x
Van Vugt, et al. (2008)							x				
Von Eck (2007)					x						
Vroom & Jago (2007)									x		
Wright & Thompsen (1997)					x						
Xenikou & Simosi (2006)								x			

APPENDIX 2: Summary of organisational leadership brand themes identified in the annual reports of selected South African public listed organisations

Company	Assessment themes related to leadership and leadership brand					
	Training & Development*	Staff satisfaction	CSR	Customer service	Stakeholder consultation	Corporate governance
Standard Bank	3	x	x	x	x	x
MTN	3	x	x	x	x	x
SPAR	1	x	x	x	x	x
Anglo American	3	x	x	x	x	x
SAB-Miller	3	x	x	x	x	x
ABSA	2	x	x	x	x	x

* The extent of training and development was assessed based on the level of average percentage training and development spending of payroll across the period: 1= up to 3%; 2= 3,1 to 6%; 3= 6,1 to 10%; x= the evidence of these themes within the company according to the company's annual report. CSR=Corporate Social Responsibility

ABSA Ltd annual reports: retrieved from <http://www.sharedata.co.za/Data/000134/glossies.htm>;

Anglo American Plc annual reports: retrieved from <http://www.sharedata.co.za/Data/000238/glossies.htm>;

MTN Ltd annual reports: retrieved from <http://www.sharedata.co.za/Data/001305/glossies.htm>;

Spar Group Ltd annual reports: retrieved from <http://www.sharedata.co.za/Data/002201/glossies.htm>;

Standard bank Ltd annual reports: retrieved from <http://www.sharedata.co.za/Data/000604/glossies.htm>;

SABMiller Plc annual reports: retrieved from <http://www.sharedata.co.za/Data/000125/glossies.htm>).

South African Public listed companies: Data relating to leadership and leadership brand

Training and development spend Rand millions

Standard Bank	2004	2005	2006	2007	2008	2009	2010	Average
Spend as % of NPAT	188	225	271	329	354	495	550	490

Graduate development programmes across all the years; various leadership programmes at all leadership levels across all the years; Leadership framework implemented; Combination of in-house and partnered leadership development programmes with a local and international business school; Dedicated physical location-leadership development center for the meeting of leaders across the company; supported by coaching and mentoring programmes at all leadership levels; Training and development spend of +- 2,5% NPAT

ABSA	2004	2005	2006	2007	2008	2009	2010	Average
Spend as % of NPAT	4596	5585	8266	10025	11243	195		550

Long standing graduate development programmes; various leadership programmes at all leadership levels across all the years sampled; Leadership framework implemented; Combination of in-house and partnered leadership development programmes with a local business school with international links; supported by coaching and mentoring programmes at all leadership levels. Training and development spend of +- 2,5% NPAT

SPAR	2004	2005	2006	2007	2008	2009	2010	Average
Spend as % of Payroll	Approx 2.3% of payroll spend on development across the years sampled							15

Management and leadership development programmes across the years sampled with an emphasis on junior leaders in 2006 to 2008; senior management leadership programme with local business school; SPAR leadership academy started in 2006.

MTN	2004	2005	2006	2007	2008	2009	2010	Average
Spend as % of Payroll	3.5	12	133	56	80	232		90
	3% payroll	10%	5%	6%	6%	6%		6.50%

Training and development spend of 6.5% of payroll across the years sampled; significant emphasis on management/leadership development with a combination of in-house and partnered leadership development programmes; leadership academy started in 2005; continuous focus on customer service training

SABMILLER	2004	2005	2006	2007	2008	2009	2010	Average
Training days per person	3.8days	4.9days	4.3days	3.9days	4.4days	4.2days		4.4 days

4,4 days of training and development per person across the years sampled & translates to more than an average of 5% of payroll across the years sampled; Training and development includes significant leadership/management development at all levels; long standing graduate training programme; dedicated leadership development center with a combination of in-house and partnered local and internal partners for the various leadership development programmes; supported by coaching and mentoring programmes at all leadership levels.

ANGLO PLC	2004	2005	2006	2007	2008	2009	2010	Average
Payroll spend US\$		\$4645	\$4090	\$3175	\$2795	\$3335		R 550
Rand value spend for 2010							R 632	

The training and development spend translates into more than 5% of payroll across the years sampled, with a fixed R 632 million rand for 2010/2011. Leadership safety training emphasised across all the years sampled; long standing graduate programme and leadership development programmes across all years with partnered local and international business schools and leadership experts; supported by coaching and mentoring at various levels of leadership.

South African Public listed companies: Data relating to staff satisfaction

Staff satisfaction related programmes & activities

Standard Bank	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities	x		X		X		X	

Staff satisfaction surveys were conducted in alternate years across 2004 to 2010. The survey included dimensions relating to leadership effectiveness. 360 review feedback for managers/leaders across all levels took place every year of those years sampled (2004 to 2010)

ABSA	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities	x	x	x	x	x	x	x	

Staff satisfaction surveys as part of the best company to work for survey conducted/participated in (South African companies); 2008 came 2nd in best company to work for competition & 5th best employer in South Africa; Application of 360 review across some of the years for managers.

SPAR	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities	x	x	x	x	x	x		

SPAR conducted staff satisfaction surveys indicating that staff consistently view the company as a preferred employer/employer of choice (ranked 5th across the years 2006 to 2008). Employment conditions/employer of choice ranked high in 2009

MTN	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities	x	x	x	x	x	x		

Yellow stars recognition programme launched in 2004 & continued through the years sampled. Organisation culture survey in 2005; Yellow stars received 1000 nominations in 2006; Values framework implemented in 2008; culture audit in 2008 with significant participation; 2009 satisfaction survey results improve despite retrenchments;

SABMILLER	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities	x	x	x	x	x	x		

Significant focus on staff in the 2005 annual report; employer of choice aspirations declared in 2006, restated mission, vision and values, BEE & diversity commitments & actions; 2007: performance review includes 10 sustainable development review factors; 2008: focus on a performance culture

ANGLO PLC	2004	2005	2006	2007	2008	2009	2010	Average
Staff satisfaction activities		x	x	x	x	x	x	

2005: The HR policies including the 14 core principles implemented; no report on staff satisfaction, however recognised as a preferred employer; 2006: transformation emphasis & various achievements; talent audit & a leadership focus; 2007: talent reviews; worldclass development programmes; various group process integration projects; hiv/aids; transformation activities/programmes; employer of choice focus; 2008: talent reviews embedded; one anglo culture, performance culture(global values, etc); employer of choice focus continues; 2009: headcount reductions; restructure; change; talent review continues; employer of choice continues.

South African Public listed companies: Data relating to corporate social responsibility (CSR)

CSR related Rands invested, programmes & activities (Rands millions)

Standard Bank	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment		78	81.4	83.3		113		

Education spend significantly higher than other CSR investments; BEE: R1.6billion on affordable housing projects in 2009;BEE focused activities & level 3 BEE in 2009.

ABSA	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment	18.9	19.2	30	60.9	72.8			

Education significantly highest relative spend; 2007/8 CSRI Awards of the most caring financial services company;BEE focused activities. 2009 level 4 BEE;

SPAR	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment	3.6	4.8	5.23	6.9	6.4			
			*17					

* in 2009 spend R17m on CSR including sponsorships; typically spent 1% on NPAT on CSR activities excluding sponsorships including BEE, aids,safety, health, crime,environment, poverty alleviation ;2009 BEE: level 5 covering 148 black owned stores &10% equity to 2 trusts.

MTN	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment	58.8	92	73					

Significant CSR investment: education, health/aids, culture, environment; 2006: a further R86m devoted to entrepreneurial development & BEE spend of R 1.92bm;2007: CSR policy implemented & significant investment continues & R 2.08 BEE spend; 2008: R 5.3 bm on BEE; 2010: football worlcup: R65m; R4m to displaced foreign nationals; 2009: sustainability report comprehensive; governance; people;customer;environment;suppliers;regulators;communities; 2009: R520m spend on black women owned companies

SABMILLER	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment	110	124	182	300	x	x	x	

Average spend appears to be approximately 8.5% NPBT; the above figures exclude other donations & investment in responsible drinking programmes;2005: CSR focused on aids, environment, responsible drinking,education(18%),health,welfare,arts & culture; wide stakeholder engagement on these CSR matters; 2008/9:responsible drinking programme continues; 2009: BEE 40000 shareholders; 2009 water sustainability; 2010 strategy focused on raising the profitability of local business sustainably; wide range of sustainability priorities, global framework & actions across all key areas; continues in 2010; including reducing water, energy usage, efficient packaging, reduce carbon footprint; continues in 2010; 2010: R6.5M investment into alcohol abuse centres; 2010: increase focus on sustainable development; an additional report: enterprise develop;communities; hiv/aids/human rights.

ANGLO PLC	2004	2005	2006	2007	2008	2009	2010	Average
CSR investment		456	403	488	608	664	X	

Tends to spend approximately 1% NPBT on CSR related activities; CSR focus 2005: sustainable development report(safety, health, environment; corporate governance); 2005: US\$ 2.5m on NEPAD climate change; increased investment to 2.23% PBT in 2009 & continuous & enhanced focus on CSR & all round sustainable development; enhanced enterprise development; hiv/aids emphasis continues.

South African Public listed companies: Data relating to customer orientation

Customer related programmes, activities & awards

Standard Bank	2004	2005	2006	2007	2008	2009	2010	Average
Customer service rating*	1	1	1	3	1	1		

* Customer service rating verses other banks; 2008: numerous brand awards; 2009: highest rating ever; Consistent high level customer service focus across the years.

ABSA	2004	2005	2006	2007	2008	2009	2010	Average
Customer rating*	3	3	3	1	2	2		

* Customer service rating verses other banks; 2008: numerous brand awards; Consistent high level customer service focus across the years.

SPAR	2004	2005	2006	2007	2008	2009	2010	Average
Customer activities	x	x	x	x	x	x		

Numerous customer service & brand awards over the years sampled; significant focus on customer service related programmes over the years sampled.

MTN	2004	2005	2006	2007	2008	2009	2010	Average
Customer activities	x	x	x	x	x	x		

2004: customer centricity & brand building linking to staff; 2005: SAS index 2nd, but high rating; 2006: brand building programme continues with a high rating; 2007: continues; many brand awards, including international awards & continued focus on brand values internal & external; these actions & awards continue through 2008 & 2009.

SABMILLER	2004	2005	2006	2007	2008	2009	2010	Average
Customer activities	x	x	x	x	x	x	x	

Many brand success awards across the years; customer service focus across the years; 2010 brand & marketing awards; customer service improvement focus.

ANGLO PLC	2004	2005	2006	2007	2008	2009	2010	Average
* 'Customer' activities	x	x	x	x	x	x	x	

Anglo's focus, given the industry-mining focus of the company emphasis for 'customer service' related activity tended to focus on issues of sustainability with a focus on stakeholders such as environmental agencies and governments as 'customers' & this focus was significant across the years as reported in the CSR related investment and activities.

South African public listed companies: Stakeholder engagement

All the companies sampled indicated significant general stakeholder engagement regarding strategic related issues, particularly CSR & sustainability related programmes and activities appropriate for the company's industry sector. For example, Anglo, given the mining industry, focused significant stakeholder engagement on the environmental agencies and government, particularly related to health and safety, water, power, and regulation; Standard bank tended to focus on the financial services regulator and the government. SABMiller focused stakeholder management on the government's health ministry, particularly related to alcohol related regulation and educational activities, and environmental aspects such as water. All companies reported a balance of stakeholders that were a genuine focus to

South African public listed companies: Governance & financial reporting

All the companies sampled reported good corporate governance in terms of the King II and III guidelines was evident across these companies' annual reports in terms of the ethical and corporate citizenship, boards and directors, audit committees, risk, various legislative compliance, internal audit, stakeholder relationships and reporting. Over the last 2 years sampled, in many of these companies the annual report was accompanied by a dedicated separate sustainability report. A standard aspect of these annual reports was the financial aspect reflecting all the necessary annual financial ratios and comparisons to the previous past five years.

APPENDIX 3: Draft interview guide

Doctoral Research Study

Organisation Leadership Brand

Carl Eichstadt

Interview Guide

for Senior Managers of

Public South African Organisations

Interviewee Name:

Organisation:

Interviewer Name:

Date:

Organisation Leadership Brand

Interview Guide

Introduction and setting the context for the interview:

- Thank the person for making time available and confirm timing of $\pm 1,5$ hours for the interview, and other housekeeping arrangements.
- Briefly confirm the purpose of the interview:
 - part of the process of a doctoral study, with UNISA, on organisation leadership,
 - interested in the person's views (your views) regarding aspects of leadership in public SA organisations,
 - you view's are valued,
 - feedback in the form of a summary report will be provided to your organisation.
- Briefly explain the nature of the interview:
 - a number of set questions will be followed to enable your (the person's) views regarding organisation leadership
 - emphasise confidentiality regarding the person's views and organisation
 - indicate that for research purposes the interview will be recorded and notes will be taken.

Organisation leadership:

“the cumulative leadership impact across an organisation of an authentic process and behaviour of influencing and motivating people, while balancing the task and people aspects, across all organisational leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and taking people with, while continuously learning, to achieve results”

Organisation leadership (card 1)

- Much has been written, researched, & practiced regarding the leadership of and in organisations.....your views (broad personal views & not necessarily related to what your organisation practices):
 - what is your view regarding leadership in organisations? (what do you understand by organisation leadership?)

- what is the nature of organisation leadership? (style; values; levels?)
- is leadership considered important & to what extent - why?
- what is the role of organisation leadership?
- what are the key challenges facing organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of organisations?
- who are the stakeholders of an organisation's leadership?

Organisation leadership - SA context (Card 2):

- Within the SA context – organisation leadership in public SA organisations, your views:
- Use same probing questions as for the broader organisation leadership (refer previous card & relate to SA context)
 - what is your view regarding leadership in public SA organisations? (what do you understand by organisation leadership re SA context?)
 - what is the nature of organisation leadership (SA)? (style; values; levels?)
 - is leadership considered important & to what extent – why (SA: where should leadership be placed on an organisation's agenda? what is key for this leadership agenda?)
 - what is the role of organisation leadership (SA)
 - what are the key challenges facing SA organisation leaders?
 - what are the key qualities (attributes & competencies) necessary for effective leadership in/of SA organisations?
 - who would you say are the stakeholders of SA organisation leadership? & why would you say so? (explore internal/external)

“I would like us to turn our attention to the use of branding in/for organisation's”

Organisation leadership brand (Card 3)

- what is your view regarding the use of branding for organisations?
 - explore the persons perspectives regarding the application of branding at all 'levels' (service/product; individual; employer; organisation)
- have you come across the use of branding for leaders and/or the leadership of organisations? if so explore views...if not,
- briefly describe the idea of leadership brand – brand equity (I do this) & explore, in depth, views regarding organisation level leadership branding: ...
 - the nature of ...
 - the dimensions of
 - the stakeholders of....
 - the merits of ...
 - the role of.....
 - the development of....

Thank you for your time & contribution

Biographical information

Name:

Age:

Gender:

Race:

Designation:

Leadership Level:

Time in current leadership role:

Organisation & time in other leadership roles:

1.

2.

3.

4.

5.

Length of service in current organisation:

PROMPT CARDS

Card 1: Organisation Leadership

- what is your view regarding leadership in organisations? (what do you understand by organisation leadership?)
- what is the nature of organisation leadership?
- is leadership considered important & to what extent - why?
- what is the role of organisation leadership?
- what are the key challenges facing organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of organisations?
- who are the stakeholders of an organisation's leadership?

Organisation leadership - SA context (Card 2):

- Within the SA context – organisation leadership in public SA organisations, your views:
- Use same probing questions as for the broader organisation leadership (refer previous card & relate to SA context)
 - what is your view regarding leadership in public SA organisations? (what do you understand by organisation leadership re SA context?)
 - what is the nature of organisation leadership (SA)?

- is leadership considered important & to what extent – why (SA: where should leadership be placed on an organisation’s agenda? what is key for this leadership agenda?)
- what is the role of organisation leadership (SA)
- what are the key challenges facing SA organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of SA organisations?
- who would you say are the stakeholders of SA organisation leadership? & why would you say so? (explore internal/external)

Card 3: Branding

- what is your view regarding the use of branding for organisations?
 - branding at various ‘levels’ (service/product; individual; employer; organisation)
- have you come across the use of branding for leaders and/or the leadership of organisations?
- how do you understand organisation level leadership branding (brand equity):
 - the nature of ...
 - the dimensions of
 - the stakeholders of....
 - the merits of ...
 - the role of.....
 - the development of...

APPENDIX 4: Final interview guide

Doctoral Research Study

Organisational Leadership Brand

Carl Eichstadt

Interview Guide

for Senior Managers of

Public listed South African Organisations

Interviewee Name:

Organisation:

Interviewer Name:

Date:

Organisation Leadership Brand

Interview Guide

Introduction and setting the context for the interview:

- Thank the person for making time available and confirm timing of $\pm 1,5$ hours for the interview, and other housekeeping arrangements.
- Briefly confirm the purpose of the interview:
 - part of the process of a doctoral study, with UNISA, on organisation leadership,
 - interested in the person's views (your views) regarding aspects of leadership in public SA organisations,
 - you views are valued,
 - feedback in the form of a summary report will be provided to your organisation.
- Briefly explain the nature of the interview:
 - a number of set questions will be followed to enable your (the person's) views regarding organisation leadership
 - emphasise confidentiality regarding the person's views and organisation
 - indicate that for research purposes the interview will be recorded and notes will be taken.

Organisation leadership: (this definition of organisational leadership was not shared with the interviewee and only used as a frame of reference for the interviewer)

“the cumulative leadership impact across an organisation of an authentic process and behaviour of influencing and motivating people, while balancing the task and people aspects, across all organisational leadership levels and different contexts, guiding all stakeholders through a collaborative process of establishing mission and vision, formulating and implementing strategy, engaging, developing and taking people with, while continuously learning, to achieve results”

Organisation leadership (card 1)

- Much has been written, researched, & practiced regarding the leadership of and in organisations.....your views (broad personal views & not necessarily related to what your organisation practices):
 - what is your view regarding leadership in organisations? (what do you understand by organisation leadership?)
 - what is the nature of organisation leadership? (style; values; levels?)

- is leadership considered important & to what extent - why?
- what is the role of organisation leadership?
- what are the key challenges facing organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of organisations?
- who are the stakeholders of an organisation's leadership?
- any other views you may have on organisation leadership?

Organisation leadership - SA context (Card 2):

- Within the SA context – organisation leadership in public SA organisations, your views:
- Use same probing questions as for the broader organisation leadership (refer previous card & relate to SA context)
 - what is your view regarding leadership in public SA organisations? (what do you understand by organisation leadership re SA context?)
 - what is the nature of organisation leadership (SA)? (style; values; levels?)
 - is leadership considered important & to what extent – why (SA: where should leadership be placed on an organisation's agenda? what is key for this leadership agenda?)
 - what is the role of organisation leadership (SA)
 - what are the key challenges facing SA organisation leaders?
 - what are the key qualities (attributes & competencies) necessary for effective leadership in/of SA organisations?
 - who would you say are the stakeholders of SA organisation leadership? & why would you say so? (explore internal/external)
 - what would you say are the building blocks for effective leadership of SA organisations?

“I would like us to turn our attention to the use of branding in/for organisations”

Organisation leadership brand (Card 3)

(the concept of organisation leadership brand will not initially be mentioned)

- what is your view regarding the use of branding for organisations?
 - explore the persons perspectives regarding the application of branding at all ‘levels’ (service/product; individual; employer; organisation)

- have you come across the use of branding for leaders and/or the leadership of organisations? if so explore views...if not,
- briefly describe the idea of leadership brand – brand equity (I do this) & explore, in depth, views regarding organisation (South African organisations) level leadership branding: ...
 - the nature of ...
 - the dimensions of
 - the stakeholders of....
 - the merits of ...
 - the role of.....
 - the development of....

Application to your Organisation (Card 4):

Up to this point the discussion has focused on your views regarding organisation leadership generally (broadly), application to the SA context, and the idea of leadership brand;

Now I would like to focus on your views regarding your organisation’s (relate back to question prompts):

- Organisation leadership
- Organisation leadership brand (if applicable in a formal and/or informal sense)

Thank you for your time & contribution

Biographical information

Name:

Age:

Gender:

Race:

Designation:

Leadership Level:

Time in current leadership role:

Organisation & time in other leadership roles:

- 1.
- 2.
- 3.
- 4.
- 5.

Length of service in current organisation:

PROMPT CARDS

Card 1: Organisation Leadership

- what is your view regarding leadership in organisations? (what do you understand by organisation leadership?)
- what is the nature of organisation leadership?
- is leadership considered important & to what extent - why?
- what is the role of organisation leadership?
- what are the key challenges facing organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of organisations?
- who are the stakeholders of an organisation's leadership?
- any other views you may have on organisation leadership?

Organisation leadership - SA context (Card 2):

- Within the SA context – organisation leadership in public SA organisations, your views:
- Use same probing questions as for the broader organisation leadership (refer previous card & relate to SA context)
 - what is your view regarding leadership in public SA organisations? (what do you understand by organisation leadership re SA context?)
 - what is the nature of organisation leadership (SA)?
 - is leadership considered important & to what extent – why (SA: where should leadership be placed on an organisation's agenda? what is key for this leadership agenda?)

- what is the role of organisation leadership (SA)
- what are the key challenges facing SA organisation leaders?
- what are the key qualities (attributes & competencies) necessary for effective leadership in/of SA organisations?
- who would you say are the stakeholders of SA organisation leadership? & why would you say so? (explore internal/external)
- what would you say are the building blocks for effective leadership of SA organisations?

Card 3: Branding

- what is your view regarding the use of branding for organisations?
 - branding at various 'levels' (service/product; individual; employer; organisation)
- have you come across the use of branding for leaders and/or the leadership of organisations?
- how do you understand organisation level leadership branding (brand equity):
 - the nature of ...
 - the dimensions of
 - the stakeholders of....
 - the merits of ...
 - the role of.....
 - the development of...

Card 4: Application to your Organisation:

What are your views regarding your organisation's (relate back to question prompts):

- Organisation leadership
- Organisation leadership brand

APPENDIX 5: Qualitative results: Semi-structured interview results

The concept themes from the 14 semi-structured interviews with senior managers of public listed South African organisations across the following categories:

1. The nature & role of organisational leadership.
2. The key challenges facing organisational leaders.
3. The additional key challenges facing South African organisational leaders.
4. The key qualities and competencies required by organisational leaders (general and including RSA).
5. The management of stakeholders by organisational leaders.
6. The management of stakeholders by South African organisational leaders.
7. The nature of organisational leadership brand (OLB).

The table reflects these concept themes at two levels of frequency:

70 to 100% (a frequency of 10 to 14 out of the 14 interviews)

50 to 69,9% (a frequency of 7 to 9 out of the 14 interviews)

Concept themes from the semi-structured interviews

	Semi-structured interviews: Concept themes	Total Frequency
	The Nature & Role of Organisation Leadership: 70 to 100%	
1	The CEO & Senior Leaders Significantly Impact an Organisation's effectiveness	11
2	Leadership is required at all Organisational Levels (hierarchy)	12
3	Organisational Leadership comprises different Levels (complexity)	10
4	Organisational Leadership is Values-Based	11
5	Organisational Leadership is characterised by Leadership Behaviour	13
6	Organisational Leadership provides Direction , Guidance and Strategic Alignment	14
7	Organisational Leadership Provides Vision & Strategy	14
8	Organisational Leadership competence is considered of Strategic importance & key to short & term sustainable success	13
	The Nature & Role of Organisation Leadership: 50 to 69,9%	
1	Organisational Leaders includes Personal-Individual leadership	8
2	Organisational Leadership is affected by the Situational-Context	9
3	Organisational Leaders shape Organisational Culture	8
4	Organisational Leadership involves Leadership Style	7
5	Organisational leadership involves EQ related qualities	8
6	Organisational leadership includes Leading by Example	8
7	Organisational Leadership involves Team leadership	9
8	Organisational Leadership involves Influencing others	7

9	Organisational Leadership involves Inspiring and engaging others to take people with	9
10	Organisational Leadership involves the Initiation and driving of Change	7
11	Organisational Leadership is concerned with Authentic leadership behaviour-being real/true to self & others	7
	<i>Management and Leadership is required</i>	4
	<i>Understanding/Inventing new leadership frameworks</i>	4
The Key Challenges facing Organisational Leaders (general) 70 to 100%		
1	The Complex, fast-changing global/local context/environment; understanding the impact of global economics on sustainability	12
The additional Key Challenges facing South African Organisational Leaders 70 to 100%		
1	The increased complexity of globalisation on managing SA organisations	11
2	Ongoing organisational Transformation	10
3	The impact of Affirmative Action	10
4	The impact of Black Economic Empowerment (BEE)	12

	Semi-structured interviews: Concept themes (continued)	Total Frequency
The Key Challenges facing Organisational Leaders (general) 50 to 69,9%		
1	Talent management, particularly talent retention	9
2	Managing the complex mix of stakeholders	7
The Key Challenges facing South African Organisational Leaders 50 to 69,9%		

1	The requirement for good Governance (King)	7
2	Diversity management	7
3	Managing through state legislation & regulation	7
4	Managing the impact of the legacy of RSA history	7
	<i>The lack of quality of SA boards of directors</i>	1
	<i>The continuous pressure to perform to deliver ROI</i>	1
	<i>HIV AIDS</i>	1
The Key Qualities & Competencies required by Organisational Leaders (general including RSA) 70 to 100%		
1	Self-awareness & self-insight	10
2	The ability to make sense of a complex environment	10
3	Strategic & systemic, innovative thinking to formulate solutions	12
4	Influence & impact others	10
5	Values-based & behaviour alignment / Ubuntu theme (SA)	12
6	Change initiation ; adaption & flexibility	11
7	Emotional intelligence (EQ); interpersonal & cross cultural effectiveness	11
8	Stakeholder & relationship management	10
9	Measure & Deliver sustainable results; execute strategy	11
The Key Qualities & Competencies required by Organisational Leaders (general including RSA) 50 to 69,9%		
1	Vision	7
2	General business knowledge & acumen	9
3	Passion & inspiration	8
4	Empower staff	9

5	Develop others	9
6	Build confidence in others; provide support; recognise staff; & develop trust	8
7	Drive, energy & tenacity	7
	<i>Stress management</i>	1

	Semi-structured interviews: Concept themes (continued)	Total Frequency
	The Management of Stakeholders by Organisational Leaders (general) 70 to 100%	
1	The integration of Internal & External Stakeholders to the organisation with a relative industry emphasis	13
2	Shareholders & boards	13
3	Customers; clients; consumers	13
4	All Staff	14
5	Other (Government; unions; environmental agencies)	10
	The Management of Stakeholders by Organisational Leaders (general) 50 to 69,9%	
1	Regulators	7
2	Communities	8
3	Suppliers & partners	9
	The Management of Stakeholders by South African Organisational Leaders 70 to 100%	
1	Government in general & government departments	12
2	Communities (national; local)	10

3	Legislation; regulators	11
	The Management of Stakeholders by South African Organisational Leaders 50 to 69,9%	
1	Organised labour/Unions	9
2	Balancing the interests of different stakeholders	7
	<i>Non-government organisations (NGO's)</i>	3
	<i>Competition</i>	3

	Semi-structured interviews: Concept themes (continued)	Total Frequency
	The Nature of Organisational Leadership Brand (OLB): 70 to 100%	
1	CEOs and senior organisational leaders have significant brand impact both internal and external to the organisation	12
2	OLB has an Internal & External Organisational perspective (inside-out impact)	14
3	OLB is part of & impacts Organisational Brand; product/service brands within the organisation	12
4	OLB includes Personal leadership brand; personal learning; and the aspiration to a leadership brand	12
5	OLB includes the Leader's behaviour across all levels of the organisation	12
6	OLB includes & impacts all staff	11
7	OLB includes values, behaviour, and the leader's style	13
8	OLB involves an organisational leadership culture	11
9	OLB includes the 'how' of leadership (self)?	11
10	OLB involves the differentiation of and distinctive behaviour	13

11	OLB includes the alignment of values & behaviour (inside & inside-outside the organisation)	13
12	OLB influences organisation culture and strategic alignment	12
13	OLB is a conscious choice; design an organisational leadership brand (aspirational)	11
14	OLB can be build over time and sustained in a disciplined way	11
15	OLB equity is synonymous with organisational leadership effectiveness	13
16	OLB involves consistent, ongoing effective organisational leadership behaviour	11
17	OLB involves authentic organisational leadership behaviour & trust	11
18	OLB includes the non-financial(NF) factors as key aspects: the value placed on the human capital aspect and leadership quality	10
19	OLB is influenced by the key stakeholders faith in top leadership	11
20	OLB is recognised as important to impact business results	13
21	OLB is considered relevant for the organisation	10
	The Nature of Organisational Leadership Brand (OLB): 50 to 69,9%	
1	OLB is influenced by key leaders who engage with external touch points-stakeholders	7
2	OLB is influenced by an organisation's team leadership	7
3	OLB requires the buy-in, support and alignment of all stakeholders	8
	<i>The timing of the OLB should be linked with the life company cycle or critical event</i>	3
	<i>OLB should be subject to peer review/measurement</i>	4
	<i>OLB requires nuances (some customisation) across different national(local) cultures as part of a global organisation</i>	1

APPENDIX 6: Qualitative findings: Summary of organisational leadership and organisational leadership brand categories

Organisational Leadership (OL):

- 18 sub-categories of the general nature and role of organisational leadership;
- 11 sub-categories of challenges for leaders;
- 4 categories of the competencies required of organisation leaders for South African organisations; and
- The sub-categories of internal and external stakeholders that need to be considered by the leaders of South African organisations.

Organisational Leadership Brand (OLB):

- 10 categories of the nature of Organisational Leadership Brand (OLB) for South African organisations.

Organisational leadership:

18 sub-categories of the general nature and role of organisational leadership:

1. The CEO and senior leaders significantly impact an organisation's effectiveness.
2. Leadership is required at all organisational levels.
3. Organisational leadership comprises different levels of complexity.
4. Organisational leadership is values-based.
5. Organisational leadership is characterised by leadership behaviour.
6. Organisational leadership provides direction, guidance and strategic alignment.
7. Organisational leadership provides vision and strategy.
8. Organisational leadership competence is considered of strategic importance and key to short and term sustainable success.
9. Organisational leadership includes personal-Individual leadership.
10. Organisational leadership is affected by the situational-context.
11. Organisational leaders shape organisational culture.
12. Organisational leadership involves leadership style.
13. Organisational leadership includes leading by example.
14. Organisational leadership involves team leadership.
15. Organisational leadership involves motivating and influencing others.
16. Organisational leadership involves empowering others.

17. Organisational leadership involves the initiation and driving of change.
18. Organisational leadership is concerned with authentic leadership behaviour-being real, true to oneself and to others.

11 sub-categories of challenges for leaders:

1. The complex, fast-changing global/local context/environment; and understanding the impact of global economics on sustainability
2. Talent management, particularly talent retention
3. Managing the complex mix of stakeholders
4. The increased complexity of globalisation on managing South African organisations
5. Ongoing organisational transformation
6. The impact of affirmative action
7. The impact of Black Economic Empowerment (BEE)
8. The requirement for good governance
9. Diversity management
10. Managing through state legislation and regulation
11. Managing the impact of the legacy of South African history

4 categories of the competencies required of organisation leaders for South African organisations:

1. Self-leadership and values-based leadership -
 - Self-awareness and self-insight
 - Values-based and behaviour alignment (including the Ubuntu theme for South Africa)
2. Providing direction and solving complex problems -
 - The ability to make sense of a complex environment

- Strategic and systemic, innovative thinking to formulate solutions
- Change initiation; adaption and flexibility
- Vision
- General business knowledge and acumen

3. People engagement -

- Influencing and impacting others
- Emotional intelligence (EQ); interpersonal and cross cultural effectiveness
- Stakeholder and relationship management
- Passion and inspiration
- Empower staff
- Develop others
- Build confidence in others; provide support; recognise staff; and develop trust

4. Delivery of results -

- Measure and Deliver sustainable results; execute strategy
- Drive, energy & tenacity

The sub-categories of internal and external stakeholders that need to be considered by the leaders of South African organisations:

External stakeholders -

- Shareholders-investors and boards,
- Customers; clients; consumers,
- Regulators,
- Communities,
- Suppliers and partners, and
- Other (Government; unions; environmental agencies).

The additional emphasis placed on certain external stakeholders for South African organisations were identified as the following:

- Government in general and government departments,
- Communities (national; local),
- Legislation and regulators, and
- Organised labour-Unions.

Internal stakeholders -

- Staff,
- The organisation.

Organisational Leadership Brand (OLB):

10 categories of the nature of Organisational Leadership Brand (OLB) for South African organisations.

1. The internal and external organisational perspective:
 - OLB has an internal and external organisational perspective (inside-out impact)
 - OLB includes the alignment of values and behaviour (inside & inside-outside) the organisation
2. The impact of the Chief Executive Officer (CEO) and senior leadership:
 - CEOs and senior organisational leaders have significant organisational leadership brand impact both internal and external to the organisation
 - OLB is influenced by an organisation's senior team's leadership
3. Leadership values, behaviour and style:
 - OLB includes the leader's behaviour across all levels of the organisation
 - OLB includes values, behaviour, and the leader's style
 - OLB involves the differentiation through distinctive leadership behaviour
 - OLB involves authentic organisational leadership behaviour and trust
4. OLB has an inclusive impact (all levels of leadership):
 - OLB includes the leader's behaviour across all levels of the organisation
 - OLB includes and impacts all staff
5. OLB requires leadership effectiveness:
 - OLB equity is linked with organisational leadership effectiveness
 - OLB involves consistent, ongoing effective organisational leadership behaviour
6. The impact of OLB on organisation culture:

- OLB involves an organisational leadership culture
- OLB influences organisation culture

7. The integration of OLB with other brand concepts:

- OLB is part of and impacts the organisation's brand
- OLB includes personal leadership brand

8. The impact of stakeholders on OLB:

- OLB is influenced by the key stakeholder's view of an organisation's senior leadership
- OLB requires the buy-in, support and alignment of all stakeholders

9. The impact of OLB on organisational results (financial and non-financial):

- OLB is recognised as important to impact business results
- OLB includes the non-financial (NF) factors as key aspects: the value placed on the human capital aspect and leadership quality

10. The implementation of an OLB:

- OLB is a conscious choice
- OLB requires the buy-in, support and alignment of all stakeholders
- OLB can be build over time and sustained in a disciplined way

APPENDIX 7: Standard communication with prospective questionnaire respondents

Dear X

following on from our previous discussion i would be grateful if you would consider completing the online questionnaire. for your time and contribution, i will gladly send a copy of the research article and results on completion of the study. the instructions for completion follow below. i would also appreciate any other names of people at senior levels in listed companies who you think may be interested.

regards

Carl



Carl Eichstadt,

Industrial and Organisational Psychologist

083 4532299

An investigation into the organisational leadership brand concept for public listed South African organisations

This research forms part of a doctorate degree at the University of South Africa. I would appreciate your assistance by completing the questionnaire (see hyperlink below). For your time and contribution, I will gladly send a copy of the research article and results on completion of the study. **Please confirm your completion of the questionnaire by return e mail to enable the confidential management of responses and delivery of the article to you.**

The purpose of this questionnaire is to explore and assess the different aspects of organisational leadership identity. There are no "right" or "wrong" responses; the responses should reflect your own views, perceptions, knowledge and experience of leadership in organisations. Please do not spend too much time on any of the items. Generally, your first reaction is the most appropriate. Your responses will be confidential.

Please respond to the statements in the questionnaire regarding the extent to which you agree with the statements.

*This survey should take approximately 30 minutes to complete. **Please follow the link below to complete the questionnaire:***

<http://www.360people.co.za/OrganisationalLeadership.htm>

The researcher is a Doctoral student at the University of South Africa's Organisational Psychology department. The research is for the purposes of his Doctoral Thesis.

Thank you for your time.

Regards,

Carl Eichstadt Student number: 04107802

University of South Africa

APPENDIX 8: Example of the users online questionnaire screen

Organisational Leadership
43%

Effective organisational leadership for South African companies is characterised by:

	strongly disagree	disagree	undecided	agree	strongly agree
providing direction through establishing mission, vision and strategy alignment	<input type="radio"/>				
implementing strategy to deliver sustained results	<input type="radio"/>				
the understanding of a changing complex global and local context and implications for business	<input type="radio"/>				
the alignment of organisation values and the authentic behaviour of leaders	<input type="radio"/>				
the consistent display of competent leadership behaviour and the achievement of measurable results over time	<input type="radio"/>				
leadership at all organisation levels	<input type="radio"/>				
sound managerial competence	<input type="radio"/>				
ethical values and behaviour	<input type="radio"/>				
	strongly disagree	disagree	undecided	agree	strongly agree
the consideration of and adapting to different situations	<input type="radio"/>				
establishing and aligning processes that deliver customer focused results	<input type="radio"/>				
the initiation and driving of change	<input type="radio"/>				
an Ubuntu inspired approach to leadership	<input type="radio"/>				
passion, inspiring, influencing to positively impact people	<input type="radio"/>				
the empowerment of others	<input type="radio"/>				

APPENDIX 9: Organisational Leadership Questionnaire

Instructions

This research forms part of a doctorate degree at the University of South Africa. I would appreciate your assistance by completing this questionnaire. For your time and contribution, I will gladly send a copy of the research article and results on completion of the study.

The purpose of this questionnaire is to explore and assess the different aspects of organisational leadership identity. There are no “right” or “wrong” responses; the responses should reflect your own views, perceptions, knowledge and experience of leadership in organisations. Please do not spend too much time on any of the items. Generally, your first reaction is the most appropriate. Although you are requested to insert your name your responses will be kept confidential and will not appear in any written material.

The survey must be completed in one sitting. On the last page there is a button to 'Submit your responses' - only at that point will your responses be saved.

Thank you for your contribution

Please provide the following

First Name

Last Name

Biographical

1. Age:

(Select only one.)

- Up to 30 (1)
- 31 to 35 (2)
- 36 to 40 (3)
- 41 to 45 (4)
- 46 to 50 (5)
- 51 to 55 (6)

- 56 to 60 (7)
- 61 + (8)

2. Sex:

(Select only one.)

- Male (1)
- Female (2)

3. Position Level:

(Select only one.)

- MD/CEO (1)
- Executive Director (2)
- Non-Executive Director (3)
- Executive Management/Professional (4)
- Senior Management/Professional (5)

4. Length of time in current organisation:

(Select only one.)

- Up to 3 years (1)
- 4 to 7 years (2)
- 8 to 12 years (3)
- 13 to 20 years (4)
- 20 + years (5)

5. Length of time in current position

(Select only one.)

- Up to 3 years (1)
- 4 to 7 years (2)
- 8 to 12 years (3)
- 13 to 20 years (4)
- 20 + years (5)

6. Industry category:

(Select only one.)

- Banks/Finance (1)
- Insurance (2)
- Manufacturing (3)
- Packaging (4)

- IT/Communications (ICT) 5
- Retail 6
- Pharmaceutical 7
- Construction 8
- Property 9
- Agriculture 10
- Energy 11
- Mining 12
- Petrochemical 13
- Hospitality/Entertainment 14
- Services 15
- Logistics 16
- Transport 17
- Automotive 18
- Other: 19

Effective organisational leadership for South African companies is characterised by the following:

7. Providing direction through establishing mission, vision and strategy alignment

(Select only one.)

- strongly disagree 1
- disagree 2
- undecided 3
- agree 4
- strongly agree 5

8. Implementing strategy to deliver sustained results

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

9. The understanding of a changing complex global and local context and implications for business

(Select only one.)

- strongly disagree
- disagree

- undecided
- agree
- strongly agree

10. The alignment of organisation values and the authentic behaviour of leaders

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

11. The consistent display of competent leadership behaviour and the achievement of measurable results over time

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

12. Leadership at all organisation levels

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

13. Sound managerial competence

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

14. Ethical values and behaviour

(Select only one.)

- strongly disagree
- disagree

- undecided
- agree
- strongly agree

15. The consideration of and adapting to different situations

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

16. Establishing and aligning processes that deliver customer-focused results

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

17. The initiation and driving of change

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

18. An Ubuntu inspired approach to leadership

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

19. Passion, inspiring, influencing to positively impact people

(Select only one.)

- strongly disagree
- disagree
- undecided

- agree
- strongly agree

20. The empowerment of others

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

21. Enabling continuous learning and competence development of employees

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

22. The development of a high performance culture

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

23. Confronting the challenges of organisational performance and taking the tough business decisions

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

24. Building teams that constructively challenge the status quo of the organisation

(Select only one.)

- strongly disagree
- disagree

- undecided
- agree
- strongly agree

25. The effective engagement with employees

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

26. A collaborative style

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

27. A team approach

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

28. The reward and recognition of employees' contribution

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

29. Continuous personal leadership learning and development

(Select only one.)

- strongly disagree
- disagree
- undecided

- agree
- strongly agree

30. The need to continuously build organisational leadership capacity

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

31. Influencing an organisation's culture

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

32. A customer-focused leadership orientation

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

33. The management of a variety of external stakeholders

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

**34. Having a significant influence on the organisation's current and future value
(share price)**

(Select only one.)

- strongly disagree
- disagree
- undecided

- agree
- strongly agree

Organisational Leadership Identity (Brand)

The nature and development of organisational leadership identity for South African organisations requires consideration of the following:

35. The leadership of SA organisations can be used to assist organisations to determine for what they stand, and for what they are known (identity).

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

36. Leadership in SA organisations can be considered as a particular brand of leadership (for what leaders stand, and for what they are known - an identity).

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

37. Effective leadership competence forms the cornerstone of an organisational leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

38. Organisations can choose their particular type of leadership.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree

- strongly agree

39. Organisations develop their particular type of leadership strength over time.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

40. The effective leadership of organisations requires consideration of both an internal (inward focus) and external (outward focus) organisation perspective.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

41. The strength of an organisation's leadership identity requires consistent leadership effectiveness over time.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

42. The development of an organisation's leadership identity requires the consistent alignment of effective leadership behaviour across the organisation.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

43. Ethical and authentic leadership behaviour influences the development of an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

44. An organisation's leadership identity is influenced by an organisation's leadership culture.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

45. An organisation's leadership strength is of strategic importance for an organisation's success.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

46. An organisation's leadership is considered important to impact the achievement of business objectives-results.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

47. Organisation leadership shapes the development of an organisation's climate and culture.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

48. A South African organisation's particular leadership identity can assist in differentiating an organisation from competitors.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

49. A South African organisation's particular leadership identity can assist to create competitive advantage.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

50. A South African organisation's particular leadership identity can assist in enhancing an organisation's current and future value (share price).

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

51. The business value of an organisation's leadership identity can increase or decrease over time.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

52. The business value of an organisation's leadership identity should be measured.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

Brand Concepts

The leadership of South African organisations and the connection with other organisation brand concepts require consideration of the following:

53. The nature of an organisation's leadership can influence the organisation's brand.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

54. The nature of an organisation's leadership can enhance the organisation's brand.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

55. The nature of an organisation's leadership can influence the organisation's employer brand.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

56. Unethical leadership practice will negatively influence an organisation's brand.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

57. The nature of an organisation's leadership can influence the organisation's product brand(s).

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

58. Effective organisational leadership requires the broad alignment of individual leader's (personal leadership) behaviour across the organisation.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

59. The nature of an organisation's leadership can enhance the organisation's employer brand.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

Role of Stakeholders

The leadership of South African organisations and the role of Stakeholders require consideration of the following:

60. All employees influence and impact an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

61. All employees can be considered as an organisation's brand ambassadors.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

62. The management of external stakeholders influences an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

63. The strength of an organisation's leadership identity is influenced by the extent of employee commitment and engagement with the organisation's vision and objectives.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

64. The CEO of an SA organisation has a major impact on shaping an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

65. The boards of SA organisations have a major impact on shaping an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

66. The senior leadership has a major impact on shaping an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

67. An organisation's BEE credentials have a major impact on shaping an organisation's identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

68. An organisation's leadership strength is determined by delivering on customers' expectations.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

69. An organisation's leadership strength is determined by delivering on investors' (shareholders') expectations.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

70. Investors/shareholders are considered an important influencer and impact the value of SA organisations.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

71. The government is considered an important influencer for SA organisation's success.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

72. In SA, organised labour (unions) influences organisational success.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

73. SA organisations are required to consider their various communities (local and national) as important stakeholders.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

74. An organisation's leadership identity impacts the relationship with customers/clients/consumers.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

75. An organisation's leadership identity impacts the relationship with suppliers.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

76. Regulators are considered as important organisational stakeholders.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

77. An organisation's leadership identity influences the working relationship with an organisation's strategic partners.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

78. An organisation's leadership identity impacts and influences environmental agencies.

(Select only one.)

- strongly disagree
- disagree

- undecided
- agree
- strongly agree

79. Effective stakeholder management influences an organisation's leadership identity.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

80. Different industries in SA require a relative emphasis on the importance of certain stakeholders.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

81. The measurement of an organisation's leadership identity strength is significantly influenced by internal and external stakeholders.

(Select only one.)

- strongly disagree
- disagree
- undecided
- agree
- strongly agree

Open-ended

82. In your opinion what are the top 3 factors that impact on an organisation's leadership identity(Brand)? (answers are optional)

APPENDIX 10: Organisational leadership brand questionnaire items grouped and numbered by concept (Organisational Leadership; Organisational Leadership Brand; Stakeholders)

The questionnaire

Section 1:

Based on your general understanding of organisational leadership of South Africa companies, rate each statement according to your view of the importance on the Extent of Agreement scale:

- 1. strongly disagree**
- 2. disagree**
- 3. undecided**
- 4. agree**
- 5. strongly agree**

The Nature of Effective Organisational Leadership (OL):

Effective organisational leadership for South African organisations is characterised by (in no particular order):

1. providing direction through establishing mission, vision and strategy alignment.
2. implementing strategy to deliver sustained results.
3. the understanding of a changing complex global and local context and implications for business.
4. the consistent display of competent leadership behaviour and the achievement of measurable results over time.
5. the alignment of organisation values and the authentic behaviour of leaders
6. leadership at all organisation levels.
7. sound managerial competence.
8. ethical values and behaviour.
9. the consideration of and adapting to different situations.
10. establishing and aligning processes that deliver customer-focused results.
11. the initiation and driving of change.
12. an Ubuntu inspired approach to leadership.
13. passion, inspiring, influencing to positively impact people.
14. the empowerment of others.
15. enabling continuous learning and competence development of employees.
16. the development of a high performance culture.
17. confronting the challenges of organisational performance and taking the tough business decisions.
18. building teams that constructively challenge the status quo of the organisation.
19. the effective engagement with employees.

20. a collaborative style.
21. a team approach.
22. the reward and recognition of employees contribution.
23. continuous personal leadership learning and development.
24. the need to continuously build organisational leadership capacity.
25. influencing an organisation's culture.
26. a customer-focused leadership orientation.
27. the management of a variety of external stakeholders.
28. having a significant influence on the organisation's current and future value (share price).

The next three sections reflect the 3 constructs:

- a. **The nature and development of *Organisational Leadership Identity***
- b. **The importance of *Organisational Leadership Identity***
- c. **The connection with other brand concepts**

reflect a grouping of 10, 8, and 7 items respectively for each construct.

Rate each statement on the scale according to your Extent of Agreement:

1. **strongly disagree**
2. **disagree**
3. **undecided**
4. **agree**
5. **strongly agree**

The nature and development of *Organisational Leadership Identity/Brand* for South African Organisations (OLB):

1. The leadership of SA organisations can be used to assist organisations to determine for what they stand, and for what they are known (identity).
2. Leadership in SA organisations can be considered as a particular brand of leadership (for what leaders stand, and for what they are known - an identity).
3. Effective leadership competence forms the cornerstone of an organisational leadership identity.
4. Organisation's can choose their particular type of leadership.
5. Organisations develop their particular type of leadership strength over time.
6. The effective leadership of organisations requires consideration of both an internal (inward focus) and external (outward focus) organisation perspective.
7. The strength of an organisation's leadership identity requires consistent leadership effectiveness over time.
8. The development of an organisation's leadership identity requires the consistent alignment of effective leadership behaviour across the organisation.
9. Ethical and authentic leadership behaviour influences the development of an organisation's leadership identity.
10. An organisation's leadership identity is influenced by an organisation's leadership culture.

Rate each statement on the scale according to your Extent of Agreement:

1. **strongly disagree**
2. **disagree**
3. **undecided**
4. **agree**
5. **strongly agree**

The importance of *Organisational Leadership Identity /Brand* for effective organisational leadership (ILB):

1. An organisation's leadership strength is of strategic importance for an organisation's success.
2. An organisation's leadership is considered important to impact the achievement of business objectives-results.
3. Organisation leadership shapes the development of an organisation's climate and culture.
4. A South African organisation's particular leadership identity can assist in differentiating an organisation from competitors.
5. A South African organisation's particular leadership identity can assist create competitive advantage.
6. A South African organisation's particular leadership identity can assist in enhancing an organisation's current and future value (share price).
7. The business value of an organisation's leadership identity can increase or decrease over time.
8. The business value of an organisation's leadership identity should be measured.

Rate each statement on the scale according to your Extent of Agreement:

1. **strongly disagree**
2. **disagree**
3. **undecided**
4. **agree**
5. **strongly agree**

The Connection with other Brand concepts (CB):

1. The nature of an organisation's leadership can influence the organisation's brand.
2. The nature of an organisation's leadership can enhance the organisation's brand.
3. The nature of an organisation's leadership can influence the organisation's employer brand.
4. The nature of an organisation's leadership can enhance the organisation's employer brand.
5. The nature of an organisation's leadership can influence the organisation's product brand(s).
6. Unethical leadership practice will negatively influence an organisation's brand.
7. Effective organisational leadership requires the broad alignment of individual leader's (personal leadership) behaviour across the organisation.

Stakeholders

Rate each statement on the scale according to your *Extent of Agreement* :

1. **strongly disagree**
2. **disagree**
3. **undecided**
4. **agree**
5. **strongly agree**

The role of *Stakeholders* for leaders of South African Organisations:

1. All employees influence and impact an organisation's leadership identity.
2. All employees can be considered as an organisation's brand ambassadors.
3. The management of external stakeholders influences an organisation's leadership identity.
4. The strength of an organisation's leadership identity is influenced by the extent of employee commitment and engagement with the organisation's vision and objectives.
5. The CEO of SA organisations has a major impact on shaping an organisation's leadership identity.
6. The boards of SA organisations have a major impact on shaping an organisation's leadership identity.
7. The senior leadership has a major impact on shaping an organisation's leadership identity.
8. An organisation's BEE credentials have a major impact on shaping an organisation's identity.
9. An organisation's leadership strength is determined by delivering on customers expectations.
10. An organisation's leadership strength is determined by delivering on investors (shareholders) expectations.
11. Investors/shareholders are considered an important influencer and impact the value of SA organisations.
12. The government is considered an important influencer for SA organisations success.
13. In SA, organised labour (unions) influences organisational success.
14. SA organisations are required to consider their various communities (local and national) as important stakeholders.
15. An organisation's leadership identity impacts the relationship with customers/clients/consumers.
16. An organisation's leadership identity impacts the relationship with suppliers.
17. Regulators are considered as important organisational stakeholders.
18. An organisation's leadership identity influences the working relationship with an organisation's strategic partners.
19. An organisation's leadership identity impacts and influences environmental agencies.
20. Effective stakeholder management influences an organisation's leadership identity.
21. Different industries in SA require a relative emphasis on the importance of certain stakeholders.
22. The measurement of an organisation's leadership identity strength is significantly influenced by internal and external stakeholders.

APPENDIX 11: Questionnaire items based on the internal consistency reliability (Cronbach Alpha)

(The item number is reflected in brackets)

- *Thinking and general leadership effectiveness* (9 items):

Effective organisational leadership for South African organisations is characterised by -

- providing direction through establishing mission, vision and strategy alignment (1)
- the understanding of a changing complex global and local context and implications for business (3)
- leadership at all organisation levels (6)
- sound managerial competence (7)
- the consideration of and adapting to different situations (9)
- the initiation and driving of change (11)
- the need to continuously build organisational leadership capacity (24)
- influencing an organisation's culture (25)
- a customer-focused leadership orientation (26)

- *Values* (4 items):

Effective organisational leadership for South African organisations is characterised by -

- the alignment of organisation values and the authentic behaviour of leaders (5)
- ethical values and behaviour (8)
- continuous personal leadership learning and development (23)
- the need to continuously build organisational leadership capacity (24)

- *People engagement* (10 items):

Effective organisational leadership for South African organisations is characterised by -

- an Ubuntu inspired approach to leadership (12)
- passion, inspiring, influencing to positively impact people (13)
- the empowerment of others (14)
- enabling continuous learning and competence development of employees (15)
- building teams that constructively challenge the status quo of the organisation (18)

- the effective engagement with employees (19)
- a collaborative style (20)
- a team approach (21)
- the reward and recognition of employees contribution (22)
- the management of a variety of external stakeholders (27)

- *Results-focused (5 items):*

Effective organisational leadership for South African organisations is characterised by -

- implementing strategy to deliver sustained results (2)
- the consistent display of competent leadership behaviour and the achievement of measurable results over time (4)
- establishing and aligning processes that deliver customer-focused results (10)
- the development of a high performance culture (16)
- confronting the challenges of organisational performance and taking the tough business decisions (17)

The Organisational Leadership Brand (OLB) concept comprises the following sub-concepts and questionnaire items:

- *The nature and development of Organisational Leadership Brand (NOLB) (10 items):*

- The leadership of SA organisations can be used to assist organisations to determine for what they stand, and for what they are known (identity) (1)
- Leadership in SA organisations can be considered as a particular brand of leadership (for what leaders stand, and for what they are known - an identity) (2)
- Effective leadership competence forms the cornerstone of an organisational leadership identity (3)
- Organisation's can choose their particular type of leadership (4)
- Organisations develop their particular type of leadership strength over time (5)
- The effective leadership of organisations requires consideration of both an internal (inward focus) and external (outward focus) organisation perspective (6)
- The strength of an organisation's leadership identity requires consistent leadership effectiveness over time (7)
- The development of an organisation's leadership identity requires the consistent alignment of effective leadership behaviour across the organisation (8)

- Ethical and authentic leadership behaviour influences the development of an organisation's leadership identity (9)
- An organisation's leadership identity is influenced by an organisation's leadership culture (10)
- *The importance of Organisational Leadership Brand (iOLB) for effective organisational leadership (8 items):*
 - An organisation's leadership strength is of strategic importance for an organisation's success (1)
 - An organisation's leadership is considered important to impact the achievement of business objectives-results (2)
 - Organisation leadership shapes the development of an organisation's climate and culture (3)
 - A South African organisation's particular leadership identity can assist in differentiating an organisation from competitors (4)
 - A South African organisation's particular leadership identity can assist create competitive advantage (5)
 - A South African organisation's particular leadership identity can assist in enhancing an organisation's current and future value (share price) (6)
 - The business value of an organisation's leadership identity can increase or decrease over time (7)
 - The business value of an organisation's leadership identity should be measured (8)
- *The connection with other brand concepts (CLB) (6 items):*
 - The nature of an organisation's leadership can influence the organisation's brand (1)
 - The nature of an organisation's leadership can enhance the organisation's brand (2)

- The nature of an organisation's leadership can influence the organisation's employer brand (3)
- The nature of an organisation's leadership can influence the organisation's product brand(s) (5)
- effective organisational leadership requires the broad alignment of individual leader's (personal leadership) behaviour across the organisation (6)
- the nature of an organisation's leadership can enhance the organisation's employer brand (7)

Organisational leadership brand and stakeholders (ST):

- *Internal stakeholders – senior leadership (3 items)*
 - The CEO of SA organisations has a major impact on shaping an organisation's leadership identity (5)
 - The boards of SA organisations have a major impact on shaping an organisation's leadership identity (6)
 - The senior leadership has a major impact on shaping an organisation's leadership identity (7)

- *External stakeholders – direct impact (6 items):*
 - An organisation's leadership strength is determined by delivering on customers expectations (9)
 - An organisation's leadership strength is determined by delivering on investors (shareholders) expectations (10)
 - Investors/shareholders are considered an important influencer and impact the value of SA organisations (11)
 - An organisation's leadership identity impacts the relationship with customers/clients/consumers (15)
 - An organisation's leadership identity impacts the relationship with suppliers(16)

- An organisation's leadership identity influences the working relationship with an organisation's strategic partners (18)
- *External stakeholders – indirect impact* (6 items)
 - An organisation's BEE credentials have a major impact on shaping an organisation's identity (8)
 - The government is considered an important influencer for SA organisations success (12)
 - In SA, organised labour (unions) influences organisational success (13)
 - SA organisations are required to consider their various communities (local and national) as important stakeholders (14)
 - Regulators are considered as important organisational stakeholders (17)
 - An organisation's leadership identity impacts and influences environmental agencies (19)
- *General stakeholders – management* (4 items)
 - All employees influence and impact an organisation's leadership identity (1)
 - SA organisations are required to consider their various communities (local and national) as important stakeholders (14)
 - An organisation's leadership identity impacts the relationship with customers/clients/consumers (15)
 - An organisation's leadership identity impacts the relationship with suppliers(16)

APPENDIX 12: Tabulation of responses to the leadership brand questionnaire, item 82: 'In your opinion what are the top 3 factors that impact on an organisation's leadership identity (brand)?

82. In your opinion what are the top 3 factors that impact on an organisation's leadership identity (brand)? (answers are optional)			
1=RANKED 1ST; 2=RANKED 2ND; 3=Ranked 3RD			
22 out of 36 respondents			
Concept Clusters:			
Values, ethics, governance	1	2	3
1. Ethics/value system of the organisation	1		
2. The institutional conduct (corporate decisions & business practices around topical social-political issues)			3
3. Extent and manner in which the executive deals with organisational values and deviations from standards			3
4. Collective values	1		
5. Ethics		2	
6. Integrity			3
7. Ethical practices	1		
8. Leadership that is honest to outside stakeholders on a consistent basis	1		
9. Clearly demonstrating the values put forward by the company wherever possible and showing low / no tolerance for leaders who thwart these values	1		
10. Ethical behaviour	1		
11. Quality, ethics & calibre of the senior management leadership	1		

12. The values and culture of the CEO and the senior management team		2	
Vision, mission, strategy alignment			
1. A philosophical reason for being		2	
2. <i>Ability to be at one with employees*</i>		2	
3. Alignment between the organisation's core business, its employee commitment to that output and its customer expectation and appreciation of that output	1		
4. Clearly defined strategy and aligned leadership behaviour	1		
5. Local or global player		2	
6. Market segment			3
Leadership (general & part of staff competence)			
1. Their style of leadership	1		
2. The leadership competence of people appointed into the organisation			3
3. Leadership that leads by example inside the organisation		2	
4. Consistency of good leadership behaviour, honesty & decision-making		2	
5. Leading from the front of an organisation i.e. being seen to lead on a consistent basis			3
Organisational culture (see staff engagement)			
1. Organisational Culture		2	

2. The culture of the organisation		2	
3. The culture within which they operate			3
4. The culture of the business and relationship with employees	1		
5. Organisational Culture	1		
6. Maturity of organisation	1		
Results/Performance			
1. Long term sustainable business performance	1		
2. Financial Results	1		
3. Organisational Growth			3
4. Focus on core activities		2	
Stakeholders:			
Stakeholders (General)			
1. A clear communicating and enforcement of the above to all stakeholders			3
2. Ability to act in the interest of the organisation and withstand external forces (political etc) agenda's	1		
3. Relationship with all stakeholders			3
4. Leadership that is honest to outside stakeholders on a consistent basis	1		
5. Understanding stakeholder requirements	1		

6. Strong stakeholder management			3
7. Do stakeholders trust and respect the CEO and the senior management team? Do they walk the talk?			3
8. The engagement framework of the organisation		2	
Stakeholders-Internal			
A. Executive & senior leadership			
1. The character of the top executive (and the publicity around their characteristics)	1		
2. The CEO undoubtedly sets the example and tone for the rest of the organisation.		2	
3. Selection of MD/CEO	1		
4. Selection of Executive Management team		2	
5. The CEO's view on leadership and expectations he/she has in terms of those	1		
6. Strength of executive and management teams			3
7. The leadership style of the CEO, he/she is the personification of the organisation	1		
8. The leadership brand of the CEO	1		
B. Staff engagement & competence (see C; organisation culture)			
1. The behaviour and communication of employees in general		2	
2. Competence, <i>Integrity</i> and teamwork	1		
3 Employee engagement			3
4. <i>Ability to be at one with employees*</i>		2	

5. The willingness of their teams to be led		2	
6. <i>The culture of the business and relationship with employees*</i>	1		
7. Effective engagement with employees			3
8. Commitment to the Brand		2	
Stakeholders-External			
A. Customer			
1. Perceived commitment to the customer		2	
2. Recognise and act of what clients want, not what they think the client wants			3
3. Relationships with <i>Customers, Suppliers & Staff *</i>			3
4. Consistent customer focus at senior management level		2	
5. The Customer/Consumer focus of the organisation			3
B. Suppliers			
1. Relationship with suppliers		2	
2. Relationships with <i>Customers, Suppliers & Staff *</i>			3
C. Government			
1. Leadership that is trusted by Government			3
<i>* duplicate items, applicable to more than one concept</i>			

APPENDIX 13: Construct mean scores according to the categories of the biographical attributes (quantitative)

Definition of construct labels:

Thinking	Construct of problem solving, strategising
People Construct	Construct of people interaction
Result Construct	Construct of customer-focused results
Values	Construct of sound business ethics
General Construct	Construct of effective OL characteristics
Nature of OL Brand	Construct, nature of OL Brand
Importance of OL Brand	Construct, Importance of OL Brand
Connection with other Brand concepts	Construct, connection brand concepts
Internal Stakeholders	Construct, perception internal stakeholders
External Stakeholders	Construct, perception external stakeholders

Table 4
Biographical attribute category construct mean scores

Age	N	Variable	N	Mean	Std Dev	Min	Max	Gender	N	Variable	N	Mean	Std Dev	Minimum	Maximum
<46 yrs	13	Thinking	13	4.49	0.35	4.00	5.00	male	24	Thinking	24	4.49	0.43	3.33	5.00
		PeopleCstruct	13	4.04	0.57	2.90	5.00			PeopleCstruct	24	3.89	0.73	2.40	5.00
		ResultCnstr	13	4.19	0.55	3.33	5.00			ResultCnstr	24	4.29	0.60	2.83	5.00
		Values	13	4.21	0.75	2.67	5.00			Values	24	4.06	0.80	2.33	5.00
		GeneralCnstr	13	4.21	0.50	3.14	5.00			GeneralCnstr	24	4.06	0.58	2.71	5.00
		NatureOLId	13	4.05	0.51	3.10	4.80			NatureOLId	24	4.24	0.44	3.40	5.00
		ImprtOLId	13	4.24	0.68	2.88	5.00			ImprtOLId	24	4.41	0.51	2.88	5.00
		ConnectBrand	13	4.18	0.64	3.00	5.00			ConnectBrand	24	4.34	0.47	3.00	5.00
		InternalSH	13	4.06	0.46	3.33	4.67			InternalSH	24	4.11	0.52	3.17	5.00
		ExternalSH	13	4.02	0.51	2.77	4.46			ExternalSH	24	4.04	0.44	3.23	5.00
46-50 yrs	10	Thinking	10	4.17	0.69	3.00	5.00	female	12	Thinking	12	4.28	0.55	3.00	5.00
		PeopleCstruct	10	3.85	1.02	2.00	5.00			PeopleCstruct	12	4.00	0.76	2.00	5.00
		ResultCnstr	10	4.13	0.67	3.17	5.00			ResultCnstr	12	4.04	0.51	3.17	5.00
		Values	10	4.03	0.99	2.33	5.00			Values	12	4.14	0.81	2.33	5.00
		GeneralCnstr	10	4.11	0.71	3.14	5.00			GeneralCnstr	12	4.19	0.52	3.14	5.00
		NatureOLId	10	4.20	0.49	3.60	5.00			NatureOLId	12	4.02	0.47	3.10	4.80
		ImprtOLId	10	4.38	0.49	3.38	5.00			ImprtOLId	12	4.23	0.50	3.38	5.00
		ConnectBrand	10	4.47	0.48	3.50	5.00			ConnectBrand	12	4.31	0.59	3.50	5.00
		InternalSH	10	4.13	0.58	3.17	5.00			InternalSH	12	3.96	0.39	3.17	4.50
		ExternalSH	10	3.99	0.55	3.23	5.00			ExternalSH	12	3.92	0.50	2.77	4.46
>50 yrs	13	Thinking	13	4.54	0.32	4.00	5.00								
		PeopleCstruct	13	3.87	0.66	2.40	4.60								
		ResultCnstr	13	4.28	0.56	2.83	4.83								
		Values	13	4.00	0.72	2.33	5.00								
		GeneralCnstr	13	3.99	0.48	2.71	4.43								
		NatureOLId	13	4.25	0.37	3.70	4.80								
		ImprtOLId	13	4.43	0.28	4.00	5.00								
		ConnectBrand	13	4.37	0.34	3.83	5.00								
		InternalSH	13	4.00	0.45	3.17	4.67								
		ExternalSH	13	3.98	0.35	3.31	4.54								

Table 5

Position	N	Variable	N	Mean	Std Dev	Min	Max	Org. Exp	N	Variable	N	Mean	Std Dev	Min	Max
MD/CEO, ED NonED	15	Thinking	15	4.62	0.31	4.00	5.00	< 8yrs	12	Thinking	12	4.42	0.41	3.67	5.00
		PeopleCstruct	15	3.92	0.58	2.40	4.60			PeopleCstruct	12	3.93	0.51	3.10	4.80
		ResultCnstr	15	4.38	0.39	3.67	5.00			ResultCnstr	12	4.13	0.43	3.33	4.67
		Values	15	4.22	0.54	3.33	5.00			Values	12	4.00	0.67	3.00	5.00
		GeneralCnstr	15	4.10	0.38	3.43	4.86			GeneralCnstr	12	4.17	0.37	3.57	4.86
		NatureOLId	15	4.19	0.45	3.10	4.80			NatureOLId	12	4.13	0.42	3.40	4.70
		ImprtOLId	15	4.48	0.35	4.00	5.00			ImprtOLId	12	4.15	0.57	2.88	4.75
		ConnectBrand	15	4.43	0.37	3.83	5.00			ConnectBrand	12	4.15	0.59	3.00	5.00
		InternalSH	15	4.14	0.46	3.17	4.67			InternalSH	12	4.00	0.41	3.33	4.67
		ExternalSH	15	4.05	0.36	3.31	4.54			ExternalSH	12	3.90	0.37	3.23	4.46
Executive /Snr Management	21	Thinking	21	4.27	0.52	3.00	5.00	8-12 yrs	8	Thinking	8	4.42	0.66	3.00	5.00
		PeopleCstruct	21	3.93	0.84	2.00	5.00			PeopleCstruct	8	3.61	0.91	2.00	5.00
		ResultCnstr	21	4.09	0.66	2.83	5.00			ResultCnstr	8	4.13	0.63	3.17	5.00
		Values	21	3.98	0.93	2.33	5.00			Values	8	3.71	0.92	2.33	5.00
		GeneralCnstr	21	4.10	0.66	2.71	5.00			GeneralCnstr	8	3.88	0.65	3.14	5.00
		NatureOLId	21	4.15	0.47	3.40	5.00			NatureOLId	8	4.16	0.42	3.70	4.80
		ImprtOLId	21	4.26	0.58	2.88	5.00			ImprtOLId	8	4.39	0.42	4.00	5.00
		ConnectBrand	21	4.25	0.58	3.00	5.00			ConnectBrand	8	4.23	0.45	3.50	5.00
		InternalSH	21	4.00	0.49	3.17	5.00			InternalSH	8	3.85	0.47	3.17	4.50
		ExternalSH	21	3.96	0.52	2.77	5.00			ExternalSH	8	3.88	0.34	3.31	4.38
							>12 yrs	16	Thinking	16	4.42	0.45	3.33	5.00	
									PeopleCstruct	16	4.08	0.77	2.40	5.00	
									ResultCnstr	16	4.31	0.66	2.83	5.00	
									Values	16	4.33	0.78	2.33	5.00	
									GeneralCnstr	16	4.17	0.62	2.71	5.00	
									NatureOLId	16	4.19	0.52	3.10	5.00	
									ImprtOLId	16	4.48	0.48	3.38	5.00	
									ConnectBrand	16	4.51	0.42	3.67	5.00	
									InternalSH	16	4.21	0.51	3.17	5.00	
									ExternalSH	16	4.13	0.55	2.77	5.00	

Table 6

Postn Exp	N	Variable	N	Mean	Std Dev	Min	Max								
< 4yrs	15	Thinking	15	4.31	0.58	3.00	5.00								
		PeopleCstruct	15	3.93	0.77	2.00	5.00								
		ResultCnstr	15	4.13	0.56	3.17	5.00								
		Values	15	3.89	0.75	2.33	5.00								
		GeneralCnstr	15	4.13	0.50	3.14	5.00								
		NatureOLId	15	4.07	0.43	3.40	4.80								
		ImprtOLId	15	4.16	0.59	2.88	5.00								
		ConnectBrand	15	4.16	0.60	3.00	5.00								
		InternalSH	15	3.82	0.41	3.17	4.50								
		ExternalSH	15	3.96	0.39	3.31	4.54								
4-7 yrs	12	Thinking	12	4.56	0.38	4.00	5.00								
		PeopleCstruct	12	4.07	0.65	2.90	5.00								
		ResultCnstr	12	4.33	0.57	3.33	5.00								
		Values	12	4.42	0.82	2.67	5.00								
		GeneralCnstr	12	4.23	0.56	3.14	5.00								
		NatureOLId	12	4.23	0.55	3.10	5.00								
		ImprtOLId	12	4.52	0.42	3.88	5.00								
		ConnectBrand	12	4.60	0.39	4.00	5.00								
		InternalSH	12	4.24	0.58	3.17	5.00								
		ExternalSH	12	4.09	0.64	2.77	5.00								
>7 yrs	9	Thinking	9	4.41	0.36	4.00	5.00								
		PeopleCstruct	9	3.72	0.81	2.40	4.80								
		ResultCnstr	9	4.17	0.64	2.83	4.83								
		Values	9	3.96	0.77	2.33	5.00								
		GeneralCnstr	9	3.89	0.63	2.71	4.71								
		NatureOLId	9	4.23	0.37	3.80	4.80								
		ImprtOLId	9	4.43	0.37	4.00	5.00								
		ConnectBrand	9	4.26	0.32	3.67	4.67								
		InternalSH	9	4.22	0.26	3.83	4.67								
		ExternalSH	9	3.93	0.27	3.54	4.46								

Table 8

	N	Variable	N	Mean	Std Dev	Min	Max								
Banks/ Finance	8	Thinking	8	4.00	0.64	3.00	5.00	Mi- ning	6	Thinking	6	4.56	0.27	4.33	5.00
		PeopleCstruct	8	3.49	0.95	2.00	4.90			PeopleCstruct	6	3.95	0.70	2.70	4.60
		ResultCnstr	8	3.94	0.70	3.17	5.00			ResultCnstr	6	4.06	0.70	2.83	4.67
		Values	8	3.46	0.87	2.33	5.00			Values	6	3.94	0.98	2.33	5.00
		GeneralCnstr	8	3.82	0.62	3.14	5.00			GeneralCnstr	6	4.02	0.67	2.71	4.43
		NatureOLId	8	4.06	0.50	3.40	5.00			NatureOLId	6	4.20	0.41	3.80	4.70
		ImprtOLId	8	4.06	0.66	2.88	5.00			ImprtOLId	6	4.46	0.23	4.13	4.75
		ConnectBrand	8	4.17	0.64	3.00	5.00			ConnectBrand	6	4.39	0.55	3.50	5.00
		InternalSH	8	3.88	0.62	3.17	5.00			InternalSH	6	3.86	0.41	3.17	4.33
		ExternalSH	8	3.92	0.53	3.23	4.77			ExternalSH	6	4.15	0.30	3.77	4.46
Insu- rance	1	Thinking	1	4.33	.	4.33	4.33	Hospi- tality	1	Thinking	1	4.67	.	4.67	4.67
		PeopleCstruct	1	4.30	.	4.30	4.30			PeopleCstruct	1	4.60	.	4.60	4.60
		ResultCnstr	1	4.17	.	4.17	4.17			ResultCnstr	1	4.83	.	4.83	4.83
		Values	1	4.00	.	4.00	4.00			Values	1	4.67	.	4.67	4.67
		GeneralCnstr	1	4.57	.	4.57	4.57			GeneralCnstr	1	4.57	.	4.57	4.57
		NatureOLId	1	3.80	.	3.80	3.80			NatureOLId	1	4.70	.	4.70	4.70
		ImprtOLId	1	3.38	.	3.38	3.38			ImprtOLId	1	5.00	.	5.00	5.00
		ConnectBrand	1	4.00	.	4.00	4.00			ConnectBrand	1	3.67	.	3.67	3.67
		InternalSH	1	4.00	.	4.00	4.00			InternalSH	1	4.67	.	4.67	4.67
		ExternalSH	1	3.92	.	3.92	3.92			ExternalSH	1	4.46	.	4.46	4.46
Manufac- turing	3	Thinking	3	4.56	0.38	4.33	5.00	Logisti- cs	2	Thinking	2	4.67	0.47	4.33	5.00
		PeopleCstruct	3	3.87	0.32	3.50	4.10			PeopleCstruct	2	4.65	0.49	4.30	5.00
		ResultCnstr	3	4.00	0.60	3.33	4.50			ResultCnstr	2	4.75	0.35	4.50	5.00
		Values	3	4.11	1.02	3.00	5.00			Values	2	4.83	0.24	4.67	5.00
		GeneralCnstr	3	4.10	0.33	3.71	4.29			GeneralCnstr	2	4.64	0.51	4.29	5.00
		NatureOLId	3	3.90	0.75	3.10	4.60			NatureOLId	2	4.65	0.49	4.30	5.00
		ImprtOLId	3	4.38	0.63	3.75	5.00			ImprtOLId	2	4.94	0.09	4.88	5.00
		ConnectBrand	3	4.28	0.69	3.50	4.83			ConnectBrand	2	4.92	0.12	4.83	5.00
		InternalSH	3	4.22	0.51	3.67	4.67			InternalSH	2	4.83	0.24	4.67	5.00
		ExternalSH	3	3.90	0.44	3.54	4.38			ExternalSH	2	4.73	0.38	4.46	5.00
Retail	8	Thinking	8	4.58	0.39	4.00	5.00	other	6	Thinking	6	4.39	0.44	3.67	4.67
		PeopleCstruct	8	3.99	0.55	3.20	5.00			PeopleCstruct	6	3.92	0.88	2.40	4.80
		ResultCnstr	8	4.33	0.53	3.67	5.00			ResultCnstr	6	4.31	0.37	3.83	4.83
		Values	8	4.33	0.62	3.33	5.00			Values	6	4.33	0.56	3.67	5.00
		GeneralCnstr	8	4.14	0.56	3.43	5.00			GeneralCnstr	6	4.14	0.53	3.57	4.86
		NatureOLId	8	4.24	0.47	3.70	4.80			NatureOLId	6	4.15	0.30	3.70	4.50
		ImprtOLId	8	4.39	0.48	3.88	5.00			ImprtOLId	6	4.35	0.24	4.00	4.63
		ConnectBrand	8	4.46	0.40	4.00	5.00			ConnectBrand	6	4.31	0.41	3.83	5.00
		InternalSH	8	4.19	0.27	3.67	4.50			InternalSH	6	4.03	0.36	3.50	4.50
		ExternalSH	8	3.85	0.54	2.77	4.46			ExternalSH	6	3.88	0.33	3.31	4.15
Construc- tion	1	Thinking	1	4.67	.	4.67	4.67								
		PeopleCstruct	1	4.50	.	4.50	4.50								
		ResultCnstr	1	4.67	.	4.67	4.67								
		Values	1	4.33	.	4.33	4.33								
		GeneralCnstr	1	4.29	.	4.29	4.29								
		NatureOLId	1	3.90	.	3.90	3.90								
		ImprtOLId	1	4.63	.	4.63	4.63								
		ConnectBrand	1	4.33	.	4.33	4.33								
		InternalSH	1	3.33	.	3.33	3.33								
		ExternalSH	1	4.00	.	4.00	4.00								

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	9.14526	1.82905	22.57	<.0001
Error	30	2.43113	0.08104		
Corrected Total	35	11.57639			
Variable Brand Connections Entered: R-Square = 0.7900					