Team Based Leadership as a Productive Organizational Behavior that Contributes to Social Innovation

By

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Declaration

I, Mzomtsha Jonase, student number 78039681, hereby declare that this research report “Team-Based Leadership as a Productive Organizational Behavior that Contributes to Social Innovation” is my true workmanship and all the sources used have been referenced accordingly.

Signature

November 2016

Date
ACKNOWLEDGEMENT

I am delighted to have this opportunity to pass a word of gratitude to the invaluable contribution advanced by people who walked me through this journey of research report.

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Finally, let’s give praise to God for opening me an opportunity and made this a success story.
ABSTRACT

This study explores team-based leadership as a productive organizational behavior that contributes to social innovation. This study foregrounds innovation and leadership on the basis that when leadership and innovation concepts are adequately addressed, productive organizational behavior is influenced towards an intended and positive particular direction. It has also noted that leadership might change due to the phenomenon of short-termism of appointment of executives.

This study has contributed to the field of linking team leadership with social innovation to various dimensions of social innovation and how these bring about productive organizational behavior in the organization. More so to that it has contributed to the theory of understanding the role of team leadership in the public sector in particular, and how it assists in dealing with the challenges of dynamic, complex society with differing and changing needs. The study has produced recommendations for the application of team leadership in organization and innovative ways of addressing the problem of short-termism of employment of Executives as it emerged as a challenge to the stability of team leadership.

Key Concepts: Team Leadership; Social Innovation; Organizational Behavior; Short-termism and Collectivism.
## GLOSSARY OF TERMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ANC</td>
<td>African National Congress</td>
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<tr>
<td>ARDA</td>
<td>Agrarian Reform Development Agency</td>
</tr>
<tr>
<td>ASGISA</td>
<td>Accelerated Shared Growth Initiative of South Africa</td>
</tr>
<tr>
<td>BPR</td>
<td>Business Process Re-engineering</td>
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<tr>
<td>DRDAR</td>
<td>Department of Rural Development and Agrarian Reform</td>
</tr>
<tr>
<td>ECRDA</td>
<td>Eastern Cape Rural Development Agency</td>
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<tr>
<td>ECRFC</td>
<td>Eastern Cape Rural Finance Corporation</td>
</tr>
<tr>
<td>FAWU</td>
<td>Food and Allied Workers Union</td>
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<tr>
<td>L-A-P</td>
<td>Leadership as Practice</td>
</tr>
<tr>
<td>NEHAWU</td>
<td>National Health Education and Allied Workers Union</td>
</tr>
<tr>
<td>O.D</td>
<td>Organizational Developer</td>
</tr>
<tr>
<td>PBO</td>
<td>Project Based Organization</td>
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<td>PFMA</td>
<td>Public Finance Management Act</td>
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<td>SACP</td>
<td>South African Communist Party</td>
</tr>
<tr>
<td>S.I.</td>
<td>Social Innovation</td>
</tr>
</tbody>
</table>
# Conceptual Framework

## 3.1 Introduction

## 3.2 Narratives of the Conceptual Framework

## 3.3 Discussion of the Main Theoretical Positions of the Framework

### Vicissitudes of Leadership (1 in the graphic framework)

### Leadership Paradigm (2 in the graphic framework)

### The Lens of Leadership (3 individual and 4 team)

### Leadership Attributes (5 in the graphical framework)

### Social Innovation (6 in the graphic framework)

### Short-termism (7 in the graphical framework)

## 3.4 Conclusion

# Research Methodology

## 4.1 Introduction

## 4.2 Research Approaches

## 4.3 Nature of the Study

## Figure 2: Graphical Presentation of Research Hierarchy

## 4.4 Research Methodology Design

## 4.5 Research Instruments

## 4.6 Population

### 4.6.1 Sampling Method

### 4.6.2 Sample

### 4.6.3 Data Gathering

#### 4.6.3.1 Interviews

#### 4.6.3.2 Ethical Standards

## 4.7 Data Analysis

### 4.7.1 Data Saturation

### 4.7.2 Coding and Content Analysis

## 4.8 Ethical Consideration

## 4.9 Methodological Norms

## 4.10 Conclusion

# Presentation of Data and Data Analysis

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**Innovation, Leadership & Organizational Behaviour**
CHAPTER 1

BACKGROUND TO THE RESEARCH PROBLEM

1.1 INTRODUCTION

The President of the ANC, Mr Jacob Zuma, in 2009 spoke to all corners of South Africa about the ANC Election Manifesto, ‘WORKING TOGETHER WE CAN DO MORE’. It is this manifesto that brought about the interest in exploring the concept of Team-Based Leadership. In essence the purpose of the study was to explore Team-Based Leadership as a Productive Organizational Behavior that contributes to Social Innovation, in Eastern Cape Rural Development Agency (ECRDA), a parastatal or state owned entity (SOE).

1.2 BACKGROUND TO ECRDA

ECRDA is a parastatal that found its birthright in 2012 (Provincial Gazette for Eastern Cape No. 2751, 04 May 2012, Vol. 19). It is a product of the integration process of Accelerated Shared Growth Initiative of South Africa (ASGISA-EC) and Agrarian Reform Development Agency (ARDA) into Eastern Cape Rural Finance Corporation (ECRFC). This formation emanated from the Polokwane Resolutions, resolution five (5) of the 52nd ANC National Conference of 2007, wherein the ANC makes a call for rural development, land reform and agrarian change. It is this conference that led to the 2009 ANC Election Manifesto which then resulted in the establishment of ECRDA.

ECRDA is a schedule 3(c) entity in terms of the Public Finance Management Act (PFMA). A parastatal or an SOE that is schedule 3(c) entity is the one that is not expected to consider the bottom line but only focus on the mandate. For instance, in this
Innovation, Leadership & Organizational Behaviour

In this case, ECRDA is expected to spend all its budget towards development of rural communities without making profits. The parastatals expected to make profits and sustain themselves are schedule 3(d) entities in terms of the PFMA.

The leadership of ECRDA is entrusted with a mammoth task of designing and implementing a development framework for people domiciled in rural communities (Annual Report 2015/16). The purpose is to find sustainable solutions to improve the livelihood of the rural communities both social and economic as well as improving the quality of life. Based on the various expectations from diverse communities, ECRDA mandate remains complex and demands collective approach (leadership attributes, capacity, skills) to be a success story.

1.3 BACKGROUND TO THE PROBLEM STATEMENT

The innovative leadership and productive organizational behavior are key elements to the success and/or performance of the organization especially in considering that nowadays organizational and global uncertainty is palpable. The palpability of the uncertainty is seen to be part of, in the main, technological advancement, borderless environments and a strong quest to survive as organizations in turbulent, complex and threatened environments (Kim and Marborgne, 2005). This study deals with innovation, leadership and organizational behavior. While these are three dynamic and contested concepts, they are also indispensable for the institutions and organization to interrogate the distinctive roles of each of these concepts and how to utilize innovation, leadership and enhanced organizational behavior to gain a leading edge.

Research by (Boyce, 2006, Vivarelli, 2007, Waite, 2013 and Muchtar & Qamariah, 2014) has been conducted in all these concepts yet there are still applied and theoretical gaps which require further study to extend the fields.

This study foregrounds innovation and leadership on the basis that when leadership and innovation concepts are adequately addressed, productive organizational behaviour is influenced towards an intended and positive particular direction (Kaifi, 2011).
In terms of leadership, I explored team-leadership and its importance in shaping the workplace, given the fact that leadership might change as a result of short-term employment conditions.

While noting that the literature has provided an overview of the main elements of the study, I hereby introduce some of the essential thinking about the elements of the study: leadership, social innovation and organizational behavior.

Leadership is a dynamic concept. Most definitions of leadership reflect the assumption that it involves the process whereby intentional influence is exerted over other people to guide, structure, and facilitate activities and relationships in a group or organization (Stogdill, 1974, p.259). It has been further indicated that four components of leadership are integral to the phenomenon. These components are defining leadership as a process, involving influence, occurring in a group context and involving goal attainment (Waite, 2013).

Of particular relevance to this study is team-leadership. These teams are led either by supervisors or managers. In essence this team leadership is based on departmental teams to achieve set targets of the organizations (Morgeson et al, 2010).

Another area of the team based leadership research is on collaboration between professionals wherein they are in quest of sharing knowledge of how others are doing the efficient service delivery or production. These collaborations are proved to be working well in professional bodies like Health Care and Education (Macphee et al, 2014 & Coonan, 2008).

My approach to team-leadership is the collectivism of executives from different Divisions within the organization wherein they intend to co-operate and work together to implement the strategy of the organization. Collectivism is interactive leadership under team based leadership. Yukl, (2013) indicates that studies on team leadership research had since unfolded. However, these studies had concentrated more on coactive leadership (sport coachers being instructors) than interactive leadership. Hence the gap in the field to which this study has contributed.
A further element of my study is innovation. Selman when positing on innovation indicates that innovation and leadership are interlinked. This coining actual implies that leaders are innovators. This is indisputable at this stage unless acted upon by another contender. Baumgartner, supports this statement by bringing forth innovative leaders like Steve Jobs (CEO of Apple), Thomas Edison - who commercialized electric lighting and many related things and Jack Welch – known as the CEO of the century (Bartlet, 2002). Innovation is often used interchangeably with creativity, though in the research language they are two different concepts. In accordance to research, innovation is about bringing a new idea and converting it into practical thereby changing the community, society or the world while creativity is bringing a novel idea even if it is not implementable or influencing anyone or organization (Waite, 2013, p.19).

However, based on the fact that ECRDA is a parastatal focusing its energy on service delivery, the concept dealt with is social innovation. This is more focused on addressing social ills of the past and present through implementation of programmes called high impact priority programmes (HIPPs). These programmes are agro-processing, forestry, livestock development, renewable/alternate energy and rural finance development. These programmes are designed to address the past exclusions of rural communities by bringing them back to the main stream economy and better social life.

The key role in the practice of innovation leadership (Munshi et al, 2010) is the innovation leader. As an approach to organization development, innovation leadership can be used to support the achievement of the mission or vision of an organization or group. Innovation is a key source of competitive advantage and public value through new strategies, products, services and organizational processes. According to Denti (2013) in a world that is ever changing with new technologies and processes, it is becoming necessary for organizations to think innovatively in order to ensure their continued success and stay competitive. In order to adapt to new changes, the need for innovation in organizations has resulted in a new focus on the role of leaders in shaping the nature and success of creative efforts. It is upon this fashion that without innovation leadership organizations are likely to struggle (Denti (2013), Hyypiä & Parjanen (2013) and Ali & Ibrahim (2014).
According to Horth and Buchner (2014), the long term strategy was so important such that the future of the business could rest unabatedly. Over the years, things changed and the great divide between continents and nations vanished away. This opened both opportunities and threats as the globalization opened the doors for free competition, extensive inquisitive for acquisition of businesses, collaboration and migration from transactional management to leader-management. All is done at the quest of the leading edge (Thompson, Peteraf, Gamble & Strickland, 2012 and Grant 2014). It is upon this fashion that one executive exclaimed as cited by Horth and Buchner (2014, p.1), “We’ve lost our crystal ball.” This whole change demand proactive leadership with rejuvenated way of thinking and even doing things differently.

South Africa had since graduated from apartheid to democracy which brought about a new dawn. In the past individual leadership took the centre stage unabatedly. But due to the increasing dynamism and complexity of society with continuous changing demand patterns, it became apparent that individual leadership alone could not do justice in service delivery (Van Wart, 2003). The South African government is continuously merging and establishing entities is quest of swift service delivery to the communities. In order to achieve this mammoth task collective effort coupled with elements of social innovation become key. Hence the study had explored the importance of team leadership and social innovation, noting that this concerted effort might be impaired by the immanence of short-term appointment of executives.

1.4 ECRDA RELATION TO THE RESEARCH AND RESEARCH PURPOSE

The main purpose for the establishment of ECRDA is to be an agile service delivery vehicle for the Department of Rural Development and Agrarian Reform (DRDAR) in the Eastern Cape (Five Year Strategic Plan 2014/15 to 2018/19). The relationship is that DRDAR generates programmes and ECRDA implements them accordingly while also focusing on agro-processing as its leading edge.
Though in the Eastern Cape a lot of work has been done in the past decade since the
dawn of democracy in South Africa, there are still persistent challenges of poverty,
inequality and unemployment. Emanating from the 52\textsuperscript{nd} ANC National Conference the
Eastern Cape Government found prudent to establish the swift and agile service delivery
vehicle to respond to these challenges which in turn would align the communities to the
main stream economy and improved livelihood. Schofield (2008) states that public sector
has to respond by both swift learning and innovation in order to keep up with the
challenges of the complex and dynamic society with various needs. Therefore,
collectivism in order to stand the test of time needs to be the flavor of the day.

The locus of the study is the ECRDA – a parastatal which has cross provincial border
operations in that it deals with service delivery on various projects called high impact
priority programmes (HIPPs) such as alternate/renewable energy, livestock development,
cropping and forestry, while running the banking sector on loan disbursements for farming
and other related rural development projects. It establishes Rural Enterprise Development
Hubs (RED Hubs) in communities. ECRDA has such a plummeted broad mandate which
demands agility and innovative leadership to deal with fragile and complex communities.

The purpose of the study was to explore team-based leadership, as an organizational
behavior, in contributing to social innovation, in the Eastern Cape Province and in
particular in the ECRDA. The locus for the team-based leadership study is on Executive
Management.

Nowadays, leadership is the integral part of discussion in boardrooms and in different
forums because organizations are in search of good leaders who can make an impact in
their visions and missions (Meyer & Boninelli, 2007). It becomes imperative for the
Executives to operate under the umbrella of team-based leadership in order to inculcate
a productive organizational behavior to managers and employees.

The researcher explored this phenomenon of team-based leadership as a good
organizational behavior that would contribute to the elements of social innovation,
notwithstanding the fact that leadership may change due to immanence of short-term appointments of leadership. The researcher had applied the qualitative research approach in order to explore if there are applicable elements of social innovation to deal with short-termism of appointment of leadership which manifested itself as a challenge to stable team-based leadership in the ECRDA.

1.5. STATEMENT OF THE PROBLEM

In the public domain there is a strong lament about leadership vacuum, lack of second layer leadership and disgruntled workers. This does not imply that there is absolutely no leadership but the problem is the presence of leadership without principles (Meyer & Boninelli, 2007).

Jing and Avery (2008) argue that most previous empirical studies into the effects of leadership on performance had been conducted, however, all this had focused more on individualism than on collectivism or team-based leadership. Yukl, (2002) points out that the visionary leadership literature has focused too narrowly on dyadic processes, and appeals for greater attention to team-based leadership. Subsequently, Yukl, (2013) indicates that studies on team leadership research had since unfolded. However, these studies had concentrated more on coactive leadership than interactive leadership. The lack of interactive part therefore indicates the theoretical gap in the field of which was the researcher’s interested in honing it.

The research design was to explore the interactive team-based leadership, as a productive organizational behavior which will contribute to elements of social innovation in a parastatal – a banking and services oriented organization in order to determine the impact these concepts have in shaping the workplace.

The researcher intended to surface theoretical insight of team leadership, as an example of organizational behavior, in order for the Executives to explore the spin offs operating as a team if it will not result in united management and the employees at large to achieve
the strategic goals. Secondly, the Innovation Research in this study was designed to stimulate a creative research environment within South Africa, in the Eastern Cape Province, and in particular ECRDA, to encourage synergy between Departments or Divisions.

**Problem I:** Though there is leadership there are symptoms that manifest that the team-based leadership may not be in existence or if it exists its importance is not recognized such that it becomes an example of productive organizational behaviour.

**Problem II:** The opportunities for social innovation that would flow from team-based leadership may be inhibited by the manifestation of short-termism of leadership contract appointments.

### 1.6 RESEARCH QUESTIONS

Leedy & Ormrod (2014) suggest that in order to get a logical flow of research project it becomes paramount that the main problem is broken down into logically related questions. These questions assisted in resolving the main problem. The stated problem of study led to the following research questions.

*Research Question:* How is team leadership, as an example of organizational behavior, demonstrated in ECRDA service delivery to its stakeholders?

Sub-question 1. What elements of team leadership build social innovation and/or what social innovation elements build team leadership?

Sub-question 2. How does ECRDA narrate the relationship between team-leadership, productive organizational behavior and social innovation?

### 1.7 AIM OF THE STUDY

The study set out to explore and describe how, as an element of organizational behavior, team based leadership could be an example of social innovation in ECRDA.
1.8 OBJECTIVES OF THE STUDY

1.6.1 To establish if the team-based leadership, as a good organizational behavior that results in elements of social innovation in ECRDA.
1.6.2 To ascertain if the relationship between team leadership, productive organizational behavior and social innovation is paramount in ECRDA.

1.9 CONTRIBUTION OF THE STUDY

This study adds value to the field of linking team leadership with social innovation to various dimensions of social innovation and how these bring about productive organizational behavior in the organization. First, insight into the world of team leadership focusing on Executives has contribute to our knowledge of this phenomenon. In particular, it illuminated team leader’s relationships with a small sample of the workforce in a limited case study and provided response as to whether individual leadership is adequate in bringing forth innovation. Second, applying qualitative method to the study of team leadership also supplemented work done in the general field of leadership. Third, generating knowledge of team leadership created a framework to facilitate the improvement of leadership relationships in organizations. Finally, the study has produced suggestions for the application of team leadership in organization and the policy regarding innovation on leadership employment that would not erode the human capital respect and or conscience.

The knowledge gained from an in-depth qualitative study could assist in developing strategies for organizations, especially to prepare themselves better to make acquaintance with team based leadership leading to social innovation.

1.10 DELINEATION OF FIELD AND SCOPE OF STUDY

The scope of the study was limited to a single and intrinsic case study of one parastatal in the Eastern Cape Province of the Republic of South Africa. The employers of the
ECRDA are the population of this study. Within the population, a stratified purposive sample of management was drawn and, therefore, the study is further delimited to this group of people who made up the unit of analysis.

Theoretically, specific positions on social innovation and team leadership (Brown & Wyatt, 2010 and Cajaiba-Santana, 2014) have shaped the analysis and further delineated and limited the scope of the study.

The research was further scoped, methodologically, in being a qualitative study, delimited by taking a ‘snap-shot’ descriptive exploration of the elements of team leadership, as an expression of organizational behavior and social innovation. The study therefore focused on those examples of team leadership and the data was analyzed to explore patterns of team leadership that evidence social innovation. Within the data, there might also be areas of what enables or constrains both team leadership and social innovation and these elements are discussed to provide an applied contribution to the organization.

More so to that, the research was not envisaged to be conducted in both product based and services sectors, but specifically on a selected services organization which is not necessarily representative of the whole industry. Therefore, the study of Social Innovation, team-based leadership and organizational behavior is based in the Eastern Cape Province, and in particular in the ECRDA.
CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides an exposition of the literature of the topic, areas of debate and critique where necessary. A literature review covers four purposes (Rankin 1998) all of which are fulfilled herein and the literature review, therefore, lays the theoretical orientation of the study. The literature will follow the themes which are the building blocks of the study while also responding to the research question.

The leadership theories are discussed to give the scholarly thinking around the formulation of leadership as concept. It is then followed by the discussion of leadership paradigms which laid the foundation for the narratives of the concepts that are key to this study. Several definitions of leadership both far (seminal theory) and near are given as a scholarly journey (Nunn, 2009 and Dälken, 2014) that technically indicates the complexity and dynamism of this field. The review assisted the researcher to make credible judgments in arriving at the findings that show the onward logic of the recommendations. The review then follows with the key concepts – team leadership, social innovation and short-termism that give effect to the study of “team based leadership as a productive organizational behavior that contributes to social innovation” in ECRDA.

This chapter is also foundational to the conceptual framework which indicates what expresses the ‘palate’ of the researcher to pursue this study. Therefore, the literature dealt with here would be found in the following chapters giving ‘taste’ to the study.
2.2 LEADERSHIP THEORIES

Leaders are not born but made is a common thread in the literature (Gentry, Deal, Stawiski & Ruderman, 2012 and Amanchukwu, Stanley & Ololube, 2015). This argument is mostly based on the premise that no country grows further than its leaders. This is substantiated by the empirical study (Gentry et al, 2012 and Amanchukwu et al, 2015) that in order to be a good leader, one must have the experience, knowledge, commitment, patience and negotiation skill to enable cooperating and collaborating with others to achieve goals. Maxwell (2013), Yukl (2013) and Nahavandi, (2014) concur with this argument in that their shared view is that good leaders are developed through a continuous process of study, education, training, and the accumulation of relevant experience. This drew attention to Albert Einstein’s dictum that:

*If you always do what you always did, you will always get what you always got.*

While this dictum authenticates the continuous development of leadership; it further questions the conventional wisdom that leaders are born and foregrounds that leadership is a complex and dynamic concept.

Numerous leadership theories had been developed by the scholars over the years as a journey that led to the above conclusion. To mention but a few, these are path-goal theory, great man theory, trait theory, contingency theory, situational theory, behavioral theory, participative theory, skills theory, management theory and relationship theory. A brief discussion of each is unfolding below.

**Path-Goal Theory:** Martin (2009) states that path-goal theory is a product of two motivational theories, namely: goal setting and expectancy theory. Goal-setting theory is about setting challenging, but realistic, goals for the employees and offering them rewards for achievement while expectancy theory gives reasons as to why people work hard to attain goals set (House, 1997, Van Wagner: no date, Martin, 2009 and Amanchukwu et al, 2015). This theory, it is assumed, leads to the behavior that is in keeping with high productivity if people believe such a stance would lead to something of value to them such as: salary increase, status, promotion etcetera.
**Great Man Theory:** The origins of this theory are around the heroic nature of men in wars and the royalty bloodline line based on the fact that leadership for decades if not centuries was attributed to man only. Some scholars (Eckmann: no date and Amanchukwu *et al.*, 2015) who have contributed in the building blocks of this theory state the myth that leadership was aligned with masculinity and birth right. It is this theory that fueled a belief that leaders are born and not made, until proven differently by the recent studies conducted (Maxwell, 1993, Fick, 2014 and Gentry *et al.*, 2012). Maxwell (1993) couches it nicely when he states that born leaders will continue to emerge, however, leadership characteristics must be developed.

**Trait Theory:** This theory is more aligned to Great Man Theory in that it sets the tone that people are born with special characteristics, which make them leaders (Van Wagner: no date, Derue, Nahrgang, Wellman & Humphrey, 2011, Wynn, 2012 and Amanchukwu *et al.*, 2015). This theory once received criticism between 1940 and 1960 (Wynn, 2012), because of the outcome of the research studies conducted. The studies highlighted a lack of consensus on the definitive traits that set great leaders apart from each other. It was also found wanting in addressing the situations and the relationship to leadership. Hence the paradigm shift (Amanchukwu et al, 2015) in search of a different explanation for effective leadership. However, there is consensus amongst theorists on the fact that leaders do have special qualities that enable them to lead. To mention but a few of these qualities are cognitive abilities, personality, motivation, social appraisal, and leader expertise.

**Contingency Theory:** Amanchukwu *et al* (2015) argue that this theory outlines the fact that there is no ‘one size fits all’ in that every situation is unique and therefore demands a distinctive leadership style. This is a leadership ‘match-making’ theory. Rowe (2007) states that contingency theory is broadly described as falling into two categories, viz: task motivated and relationship motivated. Amanchukwu *et al* (2015) and Van Wagner (date unknown) state that the success of this theory is dependent upon several variables such as leadership style, qualities of direct reports and situational features. In essence while this theory expresses specialization, it also calls for collaboration and cooperation.
**Situational Leadership Theory:** McCleskey (2014) reveals that the situational leadership theory evolved from task oriented to a people oriented leadership continuum. It is more precise in a work environment where there is a manager and subordinates. The manager gives instructions and sets the tone for the tasks in a more autocratic style than democratic taking into account the situation. However, Peretomode (2012) brings another dimension of this: the leader-manager being flexible enough to be able to release some functional areas to his/her direct reporting staff as they develop and make acquaintance with the tasks. This initiative is appreciated as it gives the leader adequate time to concentrate on strategic issues rather than operational.

**Behavioral Theory:** This theory is an inverse of both Great Man and Trait Theories in that this one actually says leaders are made and not born (Silva, 2015 and Derue et al, 2011). Its main focus is on the actions as opposed to the special qualities. Fick (2014) concurs with this theory with the contention that leadership is based on development.

**Participative Theory:** This leadership theory is seen as the productive approach to leadership as there is maximum participation (Mohamad, Silong & Hassan, 2009). The leadership exercises involvement of the direct reporting staff (direct reports) , and in so doing the direct reports feel important while on the other hand the leadership learns novel things from them. It is a more democratic approach to leadership. Participative leadership theory suggests that it the ideal leadership is the one that recognizes the input of others (Amanchukwu et al, 2015) thereby improving commitment while increasing collaboration.

**Management/Transactional Theory:** This theory is based on a stick and carrot approach. The management enters into an agreement with the subordinates (McCleskey, 2014 and Amanchukwu et al, 2015) succinctly stating the rewards for the achievement of objectives and the punishment should such objects not be achieved. Transactional Leadership is made up of three components (Mesu, 2013), viz: contingent reward, management by exception -active and management by exception- passive. Contingent reward is the reward to the subordinate and is dependent upon the achievement of the goal. Management by exception- active refers to a leader that monitors the followers closely, accounting for deviations from standards and taking
corrective measures for any wrong deeds. Management by exception- passive refers to leadership style where the leader waits for employees to make mistakes, deviates from the standards and thereafter brings corrective measures. Transactional leadership theory is best suited in an organization where the annual performance plan has clearly defined objectives.

**Relationship Theory:** Relationship Theory is also known as transformational theory (Uhl-Bien, 2006 and Amanchukwu *et al*, 2015). This theory focuses mainly on leaders creating relationships with the subordinates. Relationship and/or transformational leaders motivate and inspire people to see beyond what the leader is leading them to.

Having reviewed these leadership theories, I believe that they have laid the course to build on the research topic.

### 2.3 LEADERSHIP PARADIGMS

In the preceding section the researcher outlined brief discussion of the leadership theories. In this section the focus is on leadership paradigms, which field is broader, complex and more practical in the application of the theories. Since leadership is a dynamic phenomenon, extensive studies have been conducted by researchers and practitioners resulting in numerous leadership paradigms. These paradigms enlighten that the concept of leadership is not static but is fluid and dynamic. Individual scholars have contributed in different forms dealing with the pedagogic of leadership paradigms. The inherent uncertainties embedded in the new leadership landscape (Stoneham, 2011) require new ways of thinking and of being in order to produce effective leadership. Effective leadership, as well as the strategy, are central in the life cycle of an organization as they point out from where the organization is to where it is supposed to be. Hence (Jeswal: no date) argues about leadership as a strategic skill culture dispersed. In a quest to keep pace with these challenges continuous development of new leadership paradigms.
becomes key. Hence in the following paragraphs brief discussions on paradigms are unfolding to give taste to the study of team based leadership.

**Quantum leadership paradigm:** This paradigm originates from Physical Science in the study of waves (Ercetin & Kamaci, 2008 and Papatya & Dulupcu: no date). Ercetin and Kamaci as they conducted a study of quantum leadership paradigm discovered that leadership is an interactional field wherein the relationship between a leader and the follower is paramount. The quantum leadership paradigm is embedded on four assumptions (Ercetin & Kamaci, 2008) viz; (1) leadership is an interactional field between the leader and the followers, (2) leadership cannot be structured and estimated, (3) discontinuity of the leadership is fact and (4) impact of leadership depends on interaction.

With reference to assumption (1) the intermingled relationship between the leader and followers creates a productive behavior and promotes coexistence. When the leader conceptualizes that he/she is a leader because of the followers both parties develop integrity, unity, trust and shared future within themselves. Assumption (2) implies that the success of the leader in the midst of uncertainties depends on the attachment and/relationship with the subordinates. These leaders adopt a global approach to business issues and constantly provide alternatives as opposed to rules to their direct reports. In assumption (3) quantum leadership paradigm recognizes the fact that leaders come and go. The leader needs to give autonomy to the direct reports because leadership can emerge from them and save the situation. This leadership paradigm assumption is applied by Vodafone (Grant, 2014). Assumption (4) takes into account the fact that business leadership is a field of complexity, uncertainty and risks. In order to curb that strong interaction with the direct reports becomes key so that the field offers learning, creativity, innovation and development opportunities (Ercetin & Kamaci, 2008 and Papatya & Dulupcu: no date). The pieces of this paradigm are likely to emerge in the empirical study of team based leadership as a productive organizational behavior and assist in arriving at palatable recommendations.

Barrett (2011) emerges with a different leadership paradigm which brings a dimension of selflessness as opposed to egocentrism. In this leadership paradigm, Barrett calls for cooperation between government leadership and business leadership in quest of
collaboration and team leadership. In this paradigm team leadership is seen as the only hope for survival in challenging times. There are three steps in building team leadership (Barrett, 2011). Team Mastery is the first in the stages of building team leadership – learning how to manage teams and understanding their emotions. The second stage is team internal cohesion of which its main focus is to learn how to bond with one another aligning the team with set values, vision and mission so that the team is fit for purpose. The third one is external cohesion which is to learn how to collaborate and cooperate with the external stakeholders who share the same vision for the betterment of the communities and even the world at large.

**Systems Thinking Paradigm:** Henry (2012) contributes a system thinking paradigm that could be of help in this continuous changing business environment. Henry, therefore proffered that in the contemporary society we living in, there is a dire need for radical change and decision making in organizations – be it profit making or non-profit making. Often than not, radical change is assigned to transformational leadership paradigm which is discussed below. However, Henry is emphatic in placing that the main responsibility of a leader is to her/his organization and the employees. In so doing honesty, frankness and communication are found to be cornerstones for team work.

Avery (2004) categorizes leadership into four leadership paradigms while Goleman (1995) suggests six leadership paradigms. The four paradigms by Avery are classical, transactional, visionary or transformational, and organic while Goleman’s are visionary, coaching, affiliative, democratic, pacesetting and commanding. The paradigms by their very nature, suggest the rarity of at least two leaders, equal to each other in adopting their unique brand of leadership to stamp their authority in an organization. However, Goleman (1995) argues contrary to this belief, stating that it is not a black and white matter of picking one style of leadership and sticking to it. This, therefore suggests that there are different schools of thought around what clear-cut leadership paradigms exist.

There are nine indices to differentiate between the paradigms. These indices are decision making, staff range, cooperation between leadership and direct reports, key player of the organization, source of staff’s commitment, staff’s responsibility, situation of management and leadership in the organization, situation of diversity in the organization and situation
of control in the organization (Jing and Avery, 2008). In the process of unpacking the leadership paradigms the researcher foregrounds that those paradigms that are succinctly articulated to can contribute to the study of team leadership are receiving special expression below.

**Classical Leadership:** This is the old leadership paradigm with its origins in antiquity. However, it is still found in other contemporary organizations. This leadership theory refers to dominance by a pre-eminent person or an exclusive group of people. It can either be coercive, altruistic or a mixture of both. Coercive leadership is usually applied by those ruling by decree or dictatorship. These two traits of autocratic leadership are not appreciated by the followers, however, due to fear of unknown they comply (Jing and Avery 2008).

This leadership paradigm recognizes power than leadership in that it assumes that by virtue of being in high position one is bestowed with wisdom. It is at this point that it experiences shortcomings (Jing and Avery, 2008), especially when the subordinates no longer fears the leader. It loses command and control, thereby productivity of the organization becomes questionable.

**Transactional Leadership:** This leadership paradigm is commonly applied in corporate entities where there is a manager and subordinates. Under the transactional leadership paradigm, leaders appreciate consultative forums to make decisions. Though they engage followers in various consultative forums, they own the final decision-making. The management gives instructions of tasks to be done and also how should they be performed. Transactional leaders are capable of building confidence in subordinates while on the other hand exerting pressure to achieve expected results (Jing and Avery, 2008 and Avery 2004).

**Visionary (transformational, charismatic) Leadership:**

Leadership evolves from born leaders (Henry, 2012) according to the ‘great man’ theory of transformational leaders and ‘trait’ theory. Leadership is imparted from born leaders to leaders having special characteristics or traits. Transformational leadership is one component of visionary paradigm according to Jing and Avery (2008).
Yukl (2013) cited Burns (1978) as the one who made a contribution in thinking about transformational leadership when he compared and contrasted transformational leadership with transactional leadership.

Yukl (2013), Hall, Johnson, Wysocki, Kepner, Farnsworth and Clark (2015) argue that transformational leadership appeals to the moral values of followers in an attempt to advance their consciousness about ethical issues while transactional leadership motivates followers by appealing to their self-interest and exchanging benefits. Often than not, in practice, transformational leadership is leading a political agenda, albeit that Jack Welch applied it in turning around General Electric (Bartlett, 2002), while transactional leadership is leadership of management within the business institution following the policies and processes laid down as rules (Yukl, 2013). The news has widely spread about the importance of implementing visionary paradigm in the contemporary society with changing environment engulfed with political fluidity, economic volatility and competition. In this paradigm of visionary or transformational leadership, the leader inspires, activates and encourages subordinates to perform beyond normal expectations (Steinwart & Ziegler, 2014). In order for this paradigm to be a success story (Henry, 2012) argues that honesty, frankness and effective communication among stakeholders and leadership are indispensable. Therefore, there is reciprocity between leaders and followers to achieve goals. Transformational leadership has four components (Hall et al, 2015) all of which are indispensable to strengthen leadership. These are charisma, inspirational motivation, intellectual stimulation and individualized attention.

Charisma or idealized influence is the leadership trait highly admired by followers (Jandaghi, Matin & Farjami, 2009 and Jing & Avery, 2008) and they take pride in such a leader. Charismatic leader models convictions, courage and appeal to followers on an emotional level. Jandaghi et al (2009) states that trust for both leader and follower is built on a solid moral and ethical foundation. To mention but a few, in the history we have Nelson Mandela, Martin Luther, Martin Luther King Jr etc.

Inspirational motivation is the degree to which the leader articulates profoundly a vision that is appealing and inspiring to followers (Jing & Avery, 2008 and Givens, 2008).
Leaders with inspirational motivation tantalize followers with high standards, appealing future goals, and succinctly articulate the imperatives of the task at hand. Followers need to have a strong sense of purpose (Mesu, 2013) if they are to be motivated to act. This aspect of leadership needs strong communication skills that allow the leader to articulate the vision with precision and power in a compelling and persuasive way.

Intellectual stimulation is the degree to which the leader challenges assumptions (Jing & Avery, 2008, Givens, 2008, Jandaghi et al, 2009 and Mesu, 2013), takes risks and lobbies followers’ ideas. Leaders with this behavior stimulate and encourage creativity in their followers which translates into innovation. The leader, as an expert builder, lays the course for the followers to build on so they can see how to connect to the leader, the organization, one another, and the main purpose. Hence when this trait is displayed without reservations the followers spread their wings to bring more novel ideas.

Individualized consideration or individualized attention brings a dimension of the mentor (Ibid) who listens attentively to the concerns of the followers. In the thick of mentorship lies the need to understand diversity and its intricacies in order to deter bordering in areas that demotivate the team. This approach does not only assist the organization but also strengthen the individuals in areas of self-actualization, self-fulfilment, and self-confidence. This creates a platform for the propensity to grow and achieve more.

Henry (2012) states that most organizations that are successful make use of transformational leadership paradigm. Paradigms, by their very nature, allow for shifts in thinking which this review attempts to lay the ground work for.

**Organic leadership:** The foundation of this paradigm is based on team members working together in whatever roles of authority and power they may have without considering positions. This is one kind of leadership paradigm with a proclivity to distort the line of demarcation between leaders and followers. Employees are classified as partners in determining what makes sense and is useful to take the organization forward. This paradigm is in keeping with the practice of Starbucks Corporation – the coffee maker
Innovations, Leadership & Organizational Behaviour (Thompson, Peteraf, Gamble & Strickland, 2012 and Grant, 2014). The end result of this is a progressive organization with employees graduating from being followers to becoming leaders. This implies that collectivism in leadership is invaluable because heterogeneous and dynamic environments need the knowledge of ‘two minds better than one’ to deal with complicated matters (Jing and Avery, 2008).

The paradigms are imperative to display that there is no single endorsed way of thinking about leadership.

2.4 LEADERSHIP

Extensive research work has been done in the field of leadership, both individual and team based leadership. Starting with broad definitions of leadership, the review then hones in on team based leadership which is the main conceptual framing of the study.

Leadership is a complex phenomenon with numerous definitions and scholarly positions (Latham, 2014, Ali & Ibrahim, 2014 and Yukl, 2013). Leadership is sometimes defined in terms of traits, behaviours, inspiration, interaction patterns, role relationships and occupation (Yukl, 2013).

Buchannan and Huczynski (1997) define leadership as a social process in which one individual influences the behaviour of others without the use of threat or violence.

Ricketts (2009) states that the terms leadership and management are comprehended very differently by various people, although some individuals understand these terms as synonymous and frequently use them interchangeably. However, in sponsoring a definition, she, similar to Buchannan and Huczynski (1997), defines leadership as a process whereby an individual influences a group of people to achieve the main objective.

Munroe (2008) brings a total different definition of leadership when he says, everybody is born a leader and leadership is that gift that makes a person feel good when is doing
something. Jeswal: no date, concurs with this definition when defining leadership as an all level initiative with a slogan “Every officer is a Leader.” Therefore, if this understanding can be conceptualized by all, there would be great cooperation leading to excellent performance of the organizations. This is based on the premise that the direct reports would make meaningful contributions knowing that they are recognized as having potential even in their low ranks. It is argued that the greatest leadership of all is the obligation of a leader (Munroe, 2011) to mentor a successor in order to preserve legacy. Good leaders are continually working and studying (Nahavandi, 2014) to improve their leadership skills. Actually, they are not resting on their laurels and expect miracles.

2.5 TEAM-LEADERSHIP

Whether or not the concept of team based leadership remains an uncontested terrain as is first recorded by the scholars (Jing & Avery, 2008, Lim & Ployhart, 2004, Hill, 2014 and Yukl, 2002 & 2013), it remains a crucial part of discussion to the betterment of leadership stability in organizations. Jing and Avery, 2008 concur with Lim and Ployhart, 2004, in discovering that most previous empirical studies into the effects of leadership on performance have been done. But all this work has focused more on individualism than on collectivism or team based leadership. Hill (2014) defines collectivism as the political system that emphasizes the primacy of collective goals over individual goals. This can be traced through past and present prominent leaders. Former President John F. Kennedy of America addressing Irish people in 1963 about numerous problems of the world that cannot be resolved by people with horizons limited to obvious realities, once said:

“We need men who can dream of things that never were…”

President Barak Obama in 2008 emerged with a famous speech: “Yes We Can” while in South Africa, President Jacob Zuma in 2009 inaugural speech said, “…if we work together, we will achieve our dreams”. Therefore, drawing from the well (Hill, 2014) it is crystal clear that team work and/ team based leadership is seen as the most desirable in the political arena than in any other sphere.
But in this study, it is an organizational system that stresses the collective decision making and goals over individualistic approach. As depicted in the conceptual framework chapter about the interdependence of leadership attributes, Porter (1990) in his intense research about national competitive advantage stresses that the success of one attribute is contingent on the state of others.

The research gap is shown in that there is not much attention paid to the influence of a leader in a team or organizational processes and outcomes. Yukl (2002) points out that the visionary leadership literature has focused too narrowly on dyadic processes, and appeals for greater attention to team-based leadership. Subsequently, Yukl, (2013) indicate that studies on team leadership research had since unfolded. However, these studies had concentrated more on coactive leadership than interactive leadership. This implies that it has been explored in sectors like football clubs. This lack in terms of defining more precisely interactive team leadership, therefore, indicates the gap in the field to which this study will contribute. Due to the dynamic nature of our society, coupled with economic demands for success, organizations are tilting towards team based leadership (Shaw 2011). Team leadership had been found wanting in both matrix organization and functional organization as opposed to Project Based Organization (PBO). The reason for this weakness is based on the fact that in functional organizations people tend to protect their own turf. This turbulence is brought in through functional organizations having hierarchical organizational structures (Shaw 2011). Though a matrix-type organization is a hybrid of both functional organization and PBO, it is influenced by the presence of hierarchical part of the structure. It therefore becomes imperative that these entities acquaint themselves with team leadership as there is nothing prohibiting them to handle projects which demand team players (Wiewiora et al, 2009 & Shaw, 2011).

Roman (2011) lists five critical skills for team leadership. These are, understanding behavioral styles, listening and effectively communicating, giving praise where is due, handling criticism in a constructive manner, using problem-solving and persuasion instead of criticism. Though Roman is positing with the main focus on project management. Hence the team-based leadership will be able to intermingle these skills and hone into the objectives then the main goal.
The high performing teams are the ones wherein the leadership has created the environment and laid down the operating principles and values conducive to perform (Harkins, 2014). The study is to explore how team-based leadership translates into departmental teams to achieve high performance.

Morgeson et al (2010), indicates that researchers have explored how leaders can assist teams through a variety of coaching-related activities such as the role of leaders in promoting team learning and adaptation. Studies have described how team leaders manage events that occur in the team context and even figuratively tear down walls between leaders and direct reports while building bridges.

More often than not, team building has been within departments or divisions than across to source synergy. The main cause of this is the fact that each division has set targets to achieve which to some degree may promote unhealthy competition outcomes (Morgeson et al 2010).

Since the study is undertaken in the public sector – a parastatal, it becomes imperative to hone into the scholarly journey of the public sector and find the relevance thereof. The public sector organizations are the best vehicle for service delivery and community development (Birney et al, 2010). The success of this mammoth task is embedded in the agility of leadership. Schofield (2008) states that public entities are entering into a significant era of rapid change. Citizens as are advancing educationally. They are constantly increasingly complex (Buchholtz & Carrol, 2012 and Schofield, 2008) with growing contradicting expectations. As this is bringing a pressure of learning in order to serve the communities satisfactorily team leadership becomes imperative, as the saying goes like, 'one swallow does not make a summer.'

Gill (2009) indicates that collective leadership is favoured in the public sector than individual leadership. However, this is done only to the extent that it is concentrating on the political landscape than development and or service delivery. The study is focusing on team based leadership as a productive organizational behavior in quest of cohesion. It further seeks to explore if are there no impediments that may have unintended consequences. Hence the concept of short-termism finds expression below.
2.6 SHORT-TERMISM

According to Olesiński et al (2014), short-termism is the phenomenon whereby excessive focus of decision-makers is on short-term objectives at the expense of long-term objectives. They further argue that short-termism results in inadequate attention being paid to the strategy, rudiments and the long-term value creation of organization. Sappideen (2011), captures the definition from Business Roundtable as:

*the excessive focus of …investors and analysts on short-term quarterly earnings and lack of attention to the strategy, fundamentals and conventional approaches to long term value creation.*

Polsky and Lund (2013), short-termism is described as the tendency of public companies to put more preference on short-term results as opposed to long-term when making decisions.

When the short term objectives are given priority over the long term ones the sustainability of the business is in doubt. This does not mean short-term objectives should be dealt away with but rather strike a balance between short-term and long-term goals (Olesiński et al, 2014). On 09 August 2007, the credit crunch took a center stage resulting in bankers’ reluctance to bank. The root cause of this incident that has and is still gnarling the entire economy is too much concentration on short-term objectives at the neglect of long-term goals. Polsky and Lund (2013) and Olesiński et al (2014).

The studies have divulged that short-termist behaviour is particularly visible in the case of public companies which are frequently under pressure from their shareholders to deliver lucrative deals on short-term goals. Among the factors that contributed to this pressure are technologies innovations, globalization and transaction costs, increased market volatility and media coverage (Sappideen, 2011 and Olesiński et al 2014).

Sappideen (2011) states that concerns over short-termism and its effects thereof are not necessarily new, albeit that the reasons for these concerns appear to have changed over a period of time. The predominant concerns over short-termism are the short-termism being experienced as the result of structural changes, executive compensation and short
term executive employment contracts due to pursuit of high returns investment strategies. While these concerns are coexisting, the heart-beat of the researcher’s study is the short term leadership or short-termism of appointment of executives.

The investors have mechanisms in place to effectively ensure their expectations of short-term outcomes are not in vain. These mechanisms, among other things, include shaping the remuneration schemes of the executives based on their short-term performance, as well as the ability to remove executives from office if they do not meet shareholders expectations. Consequently, short-termism results in corrupt ways of doing business, disloyalty and collapse of integrity in executives rather than building the long-term value of the company. This may result if not already there, in citizens working for bread than being patriots for the country they stood for, couple years ago (Sappideen (2011), Polsky and Lund, 2013 and Olesiński et al 2014).

While these instruments may work positively for shareholders, however they are short-changed and the consequences of malfeasance are unbearable. In walking you through, the well-known unscrupulous executives at Enron, WorldCom, and Tyco had their actions impoverished numberless employees, pilfering their livelihoods, stripping their retirements, and hospitalizing them with stress are attributed to short-termism and pressure from shareholders (Bolton et al 2005, Bennis 2007 and Grant, 2014).

There are various contributing elements through which short-termism may adversely affect companies and the economy as a whole. These are shortened CEO and their executive tenure including Superintendent Generals (SGs), Head of Departments (HODs), Directors and Deputy Directors, the neglect of long-term investment and the neglect of investing in human capital (Sappideen, 2011 and Olesiński et al 2014). However, credit must be given where is due. For instance General Electric should be commended for its practice of investing on human capital such that all the CEOs are internally generated. More so to that they are appointed for a period of twenty years (Bartlett, 2000 and Grant, 2014)

Seeing that there is a significant short-termism of the executive appointment contracts it becomes imperative to address the issue of leadership instability. According to Moqi Xu (2013) and Polsky and Lund 2013, the results of studies conducted in public and private
companies indicate that an increased CEO tenure positively influences the company’s profitability and productivity. In particular, an additional one year of CEO tenure leads, in the long-run, to an average increase in the company’s annual profitability. Although short-termism has become a global culture phenomenon it is catastrophic to the stability of the leadership and stable economy which is everyone’s wish (Olesiński et al 2014). It therefore becomes clear that addressing this phenomenon can result in improved service delivery in third world countries, society, communities and state owned institutions. Subsequently, there will be value for the resources deployed and social innovation will flow into the organizations unabatedly. It is upon this fashion the concept of social innovation is discussed hereunder.

2.7 SOCIAL INNOVATION (SI)

“The financial and economic crisis makes creativity and innovation in general and social innovation in particular even more important to foster sustainable growth, secure jobs and boost competitiveness.” José Manuel Barroso in BEPA Workshop on ‘Europe and Social Innovation’ 20th January 2009.

The study anticipates that when the team based leadership is a productive organizational behavior the social innovation will flow instantaneously into the organization. However, this can showcase the direction only when the research question is responded to and the objectives addressed by the outcomes of the study.

Under this concept, the literature review focusses on defining social innovation, outlining strands of social innovation in public leadership, elements of social innovation and the relationship between resilience, vulnerability and social innovation.
2.7.1 DEFINITION OF SOCIAL INNOVATION

Though Social Innovation (SI) is not a new phenomenon but it only got enough audience for in the 21\textsuperscript{st} century (Hochgerner, 2011) due to growing turbulence of social ills – widening inequalities between the rich and the poor, the haves and the have-nots. SI has several definitions of which some are the following:

Social innovations are novel concepts and measures to deal with social challenges that are affecting the society (Hochgerner, 2011).

Westley and Antadze (2008), define Social Innovation as a complex phenomenon that enlightens changes the rudimentary routines, resource and authority paths and beliefs of the social system in which it occurs.

\begin{quote}
Social innovation refers to initiatives, products or processes that profoundly change the beliefs, behaviours, cultures, power dynamics, basic routines and/or access to resources of any social system in the directions of greater equity, productivity and resilience”(KPMG FY14 Report).
\end{quote}

The report is explicit in that for social innovations to be termed successful, it must have impact, scale and durability.

Tucker (2014) defines SI as novel ideas that contribute in meeting the societal goals. This scholar emphasizes the importance of social innovation in public sectors and or government agencies as they are endowed with stakeholders of differing preferences. However, to achieve this desirable know-how the public sector must indulge itself in investing in research and development (R&D) in order to be able to think big (Mazzucato, 2015). Mazzucato further argues that the public sector cannot achieve anything spectacular unless it forges relations and/partnership with the private sector. This implies that SI is better achieved when there is collaboration.

Social innovation is defined as new ideas (Murray, Caulier-Grice and Mulgan, 2010) that simultaneously meet social needs and create new social relationships or collaborations. The common denominator in all these scholars is that SI is for the good of the society and
enhancement of its capacity – be it social or economic. In simple terms it is about community development through the address of past and present social ills.

The common areas of interest in SI are to address social problems such as homelessness, poverty eradication, and hopelessness. In the public domain there is a concern that the social sector is putting more of its energy in dealing with symptoms than rooting out the root cause. For instance, social service organizations struggle to get funding to support those suffering from depression instead of addressing the economic system that excludes them from the mainstream economy. This emphasizes the fact that without the distinct change of society there is no real social innovation (Westley and Antadze, 2008).

2.7.2 STRANDS OF SOCIAL INNOVATION FOR THE PUBLIC LEADERSHIP

Tucker (2014) states three key strands that distinguish social innovation approaches from other approaches to public management. First, social innovation is a development of innovation theory and management, but applied to social and public policy goals. Second, social innovation is inherently collaborative. This means that the key roles of public managers are productively to partner with social innovators including by co-sourcing the expertise and then co-solving the problem. Third, social innovation seeks to harness and strengthen society’s capacity to act to promote general well-being by creating new partnerships between citizens and the state.

From Tucker’s point of view in particular to the second and third strand, organic leadership paradigm is imperative in dealing with social problems. The internal collaboration across departments needs to be explored as to whether it will source the productive synergies to advance the service delivery and solve fundamental underlying problems of social ills.
2.7.3 ELEMENTS OF SOCIAL INNOVATION

The study by European Union/The Young Foundation 2010 and other proponents of SI, Nelson and Jenkins (2006) and Tucker (2014) state that embedded in the strands of social innovation are elements of social innovation, which are: Better use of assets & resources, Cross Sectoral, New Relationships, Developing Capacities and assets, Mutualism, grassroots, Pro-sumption & co-production.

Social innovation that does not address societal problems and as well satisfy societal needs is not embedded on culture or society dynamism. SI has a special focus to address a particular need in the community – this has no bearing on what is it to benefit the innovator on material terms. The phenomena, functions and effects, and also the opportunities and speed of dissemination of concrete innovations, are based on these prerequisites (Tucker, 2014).

2.7.4 THE RELATIONSHIP BETWEEN RESILIENCE, VULNERABILITY AND SOCIAL INNOVATION

According to Westley and Antadze (2008) there are three areas in which the relationship between resilience vulnerability and social innovation can be established, viz:

*Building Capacity for Social Innovation*: SI is linked to both vulnerability and resilience in that it offers the continuous novelty in diverse cultural backgrounds and gives a space of engaging the vulnerable population on elements of economic exclusion.

*Building linked Social-ecological Resilience*: From an SI perspective, resilience and sustainability are alike. They place in equilibrium a healthy environment and a vibrant economy with improved livelihoods and social justice. Since innovation leadership sees opportunities afar, SI focuses on continuous change and stability in order to be relevant to every situation.
(Re) Engaging vulnerable populations: Vulnerability is a term used to denote the person, group of people, or population that has suffered or is suffering exclusion in the mainstream of economy. It is also used to refer to those people who are disenfranchised from raising their voices or are either unable or threatened to express themselves – hence voice for the voiceless. They represent a key source of diversity which could be lost and is an important resource for social innovation. Engaging these populations in their own culture and language, if possible, can solve enormous problems engulfing the society.

2.8. THEORETICAL GAP TO BE ADDRESSED

This research review has done justice to the concept of leadership from many perspectives and across horizontal and vertical theories of leadership. While team leadership has shown that there are still areas for future study, the theoretical gap that has come through strongly is the inter-linkage between team leadership and social innovation and how do these dimensions play themselves out in a world of increasing short-termism. It is this specific confluence that provides a workable theoretical gap which study to which this study attempts to respond.

2.9 CONCLUSION

Having brushed the dust from scrolls in drinking deep about the team based leadership, social innovation and short-termism it transpired that these concepts are a foundation for the study.
CHAPTER 3

CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

What amounts to a ‘roundtable conversation’ and aligning the research question to a theoretical position has been undertaken in the literature review which then allowed me as researcher to build a conceptual framework. The scope of the research work, as outlined in the proposal, signals the research problem, question and sub-questions. This chapter, therefore, places the broader-scope review in a funnel to provide the basis of the conceptual foundations for the study through which the research question will be responded to.

There are four main sources (Maxwell, 2004) to be considered when constructing a conceptual framework for the study, namely: experiential knowledge, existing theory and research, pilot and exploratory research and thought experiments. This conceptual framework is based on existing theory and research.

- Theories do not exist in a vacuum; they are complementary, dynamic and a part of an energetic interplay of ideas informed by the evolution of the philosophy of science and empirical work (Williamson, 2013, p.117).

The theoretical framework enlightens the way while focusing the lens of the researcher to be able to navigate the research problem and empirical study. The diagram below depicts the pieces of the puzzle intended to be fitted together.
Figure 1: Team Leadership Contributing to Social Innovation Model

Source: Own Compilation 2016
3.2 NARRATIVES OF THE CONCEPTUAL FRAMEWORK

I have since worked around this model and used the graphics to capture my thinking around the conceptual framework of Team Based Leadership as a productive organizational behavior that contributes to social innovation. The graphics are then supplemented by the narrative texts. The narrative text is the building block for the theoretical position that informs the research question and numbering the text allows the chronological flow of the discussion.

The idea of (1) ‘vicissitudes of leadership is an acknowledgement of the fact that leadership is a complex phenomenon – which is the centre of the study from (3) ‘individual leadership’ to (4) ‘team leadership’. The study attempts to explore the team based leadership which, according to this presentation, is as a result of the collectivism of various individual leaders within an organization, ECRDA in this case. This is in keeping with (Bennis, 2009) who states that compatible people could get along and make progress.

When there is team leadership the organization benefits from the various (5) ‘leadership attributes’, which are vision, courage, complexity and value driven. However, the dynamism that goes with the concept of leadership is in its complex and complicated field of (2) ‘leadership paradigms’. The development of paradigms is so complex in that while other leadership paradigms fit best in certain environments and organizations, others phase out and different ones emerge (Jing and Avery 2008).

The study explores the assumption that team leadership will translate into productive organizational behavior that contributes to (6) ‘social innovation’. Therefore team leadership and social innovation are the grand concepts examined in the study. But (7) ‘short-termism’ of appointment of executives with its effects is explored as to whether does it have unintended consequences to the stability of team leadership. The study aims to achieve innovative ways to address the situation if it is really a threat to stable team leadership. It is my submission therefore that, building a sustainable future for everyone (Barret, 2011) is not just a societal imperative but also a business imperative.
3.3 DISCUSSION OF THE MAIN THEORETICAL POSITIONS OF THE FRAMEWORK

Vicissitudes of Leadership (1 in the graphic framework)

South Africa is a country that has its feet wet from the corridors of colonization and apartheid, the latter being the most prominent due to its systems and policies permeated with elements of atrocities that deprived the citizens of the rights to franchise. The year 1994 became a new dawn as the strongholds of apartheid were broken down and democracy was ushered in. Therefore the systems thinking needs to take a centre stage (Feldman, 2013 and Taggart: no date) in order to see the bigger picture on how to move from where we are to where we supposed to be. A systems thinking is the discipline (Feldman, 2013) that enables interrelationships and/interdependence between various departments or divisions and leadership of an organization.

Given the fact that South Africa is in 20 years of democracy but is still a young country in terms of leadership it is imperative that it undergoes systems thinking wherein it can draw from new and relevant approaches to leadership. As a country, we can innovate, as opposed to being bound by many years of irrelevant or archaic patterns of history.

The vicissitudes of leadership are brought in, in the main, by the confluence of affluence and education, in that these constructs are the building blocks for leadership complexity (Buchholtz and Carroll, 2012). As the society improves the level of education their expectation from business is social responsibility more than profit maximization (Buchholtz and Carroll, 2012). In the same vein, when the employees' level of education improves, they eager for novel ways of solving problems and that challenges the status quo. It is at this point that employees or followers are seen as paradoxical entities – as they appear to be leading from the back (Meyer and Boninelli, 2007). In order to circumvent this situation, the top management and/executives need to lead as a team so that their concerted effort, consequently is creativity and innovation. Feldman (2013) adds that the intelligence of the team leadership is better than the intelligence of the individual leadership.
Although the vicissitudes of leadership have been discussed in relation to the conceptual framework, there is no clear definition that has been provided by the scholars. Meyer and Boninelli (2007) approach it as a need for anyone who aspires to be a leader to understand the dynamics and the intricacies of leader-subordinate relationship. The researcher foregrounds this understanding as the working definition for the study.

Honing closer to the research question, the researcher finds the vicissitudes of leadership capable of responding to the research question that seeks to explore, how is team leadership, as an example of organizational behavior, described or demonstrated in ECRDA? Unpacking the complexity of the vicissitudes of leadership in the conceptual framework which paves a way for chapter on literature review might be self-explanatory to explore team based leadership at ECRDA.

**Leadership Paradigm (2 in the graphic framework)**

Many scholars (Barret, 2011, Stoneham, 2011, Jing & Avery, 2008, Ercetin & Kamaci, 2008) have immensely contributed to the phenomena of leadership paradigm. However, found relevant to swiftly drive the point home for this study are the leadership paradigms articulated by Jing & Avery (2008). They describe four leadership paradigms of which are classical leadership, transactional leadership, visionary leadership and organic leadership paradigms. These paradigms are attempting to dissect this complex phenomenon and the researcher has delved deep into them under the literature review.

The researcher, mindful of the fact that the study is conducted in a state owned entity (SOE) or parastatal, in honing thereto, leadership paradigms relevant for public entities got preference. Barber (2007) brings three public sector paradigms of which are command and control, devolution and transparency and quasi-markets.

He argues that command and control is the best for government in need of urgent change and outcome thereof. This paradigm adopts top-down management approaches in order for the government to be seen taking charge. However, if it has been incompetently
implemented by the leadership (ibid) that is not clear as to the strategy and objectives to be achieved it becomes the worst.

The quasi-markets paradigm refers to the privatization of some of the government sectors in order to get quality and competitive services (Barber, 2007). This paradigm had been implemented in South Africa in telecoms and utilities and in fact countries like United Kingdom (Barber, 2007) also implemented it. On the other hand devolution and transparency refers to the fact that when service delivery is accomplished it is made known publicly.

While Barber argues eloquently about the above three public sector paradigms, many scholars (Mansoor & Akhtar, 2015, Modassir & Singh, 2008 and Gill, 2009) subscribe to transformational leadership paradigm as the best in public sector. This implies that visionary (transformational and charismatic) leadership paradigm as articulated by Jing & Avery (2008) is the cornerstone for public sector.

In honing closer to the topic under study and the research problem, Jing & Avery (2008) avers that most previous empirical studies into the effects of leadership on performance had been conducted. However, in order to achieve the expected organizational performance, the critical question to address is as to what is the appropriate leadership paradigm and behavior to receive considerable attention. Schofield (2008) aligns this dilemma to citizens as a group that is becoming an increasingly complex and diverse population, with growing, shifting and contradicting expectations.

The researcher therefore posited that theorizing around ECRDA might show up elements of team leadership, and its contribution to social innovation having the background of ECRDA establishment through the document review as, but one unit of analysis. The unknown writer and Gill (2006) have given a definition of leadership paradigm as a construct for framing our thinking about a topic – in this case, leadership. The paradigm provides a lens through which one can examine ideas and create an approach to researching the team leadership. The researcher therefore aligns itself with the definition of these scholars.
The Lens of Leadership (3 individual and 4 team)

While leadership is a dynamic and complex concept with numerous definitions, it also becomes so important to migrate from individual to team based leadership (Day, Gronn & Salas, 2004, Yukl, 2013 and MacPhee, Chang, Havaei & Chou, 2014).

There is a need for people to consider the importance of migrating from just management to leader-managers, the latter which translates to various traits and paradigms. The change from being transactional to transformational, from being autocratic to democratic, from being bosses to servants and advancing from individual leadership to team-based leadership would be argued for in this context. The main goal is to blend the skills and talents to move the communities in provinces from where they are, often in deeply unequal and impoverished circumstances, to where they supposed to be in terms of our Constitution.

However, since leadership is a process that needs a non-coercive approach to yield the intended results or achieve the objectives of the organization, especially in the public sector, it needs to be transformational (Lyne de Ver, 2009). Albeit that even private sectors are leaning towards transformational leadership (Barret, 2011).

Years ago, South African Communist Party (SACP) when it was still called Communist Party of South Africa (CPSA) had a slogan with the content that said, ‘if the people do not go for freedom we will force them to freedom’ (CPSA, no date). I would not like to make acquaintance with this content for now, but rather say, the will to cooperate among people and work as a team shall yield better synergies whose consequence is innovation and better organizational behavior. Therefore, one can deduce that leadership is about learning, rather than forcibly taking leadership – and that is when leadership becomes transformational.

Therefore this study is undertaken to explore and analyze the team-based leadership and its intricacies in order to create a social innovative culture for Eastern Cape Rural Development Agency (ECRDA).
In coining the above, according to Yukl (2013), leadership is about influencing the people to understand and agree about what needs to be done and how it will be done including the process of facilitating individual and concerted efforts to accomplish set objectives. Therefore, the heart bit of team based leadership is about understanding the way people and organization behave (Meyer and Boninelli, 2007), strengthening relationships to increase effectiveness.

Yukl (2002) points out that the visionary leadership literature has focused too narrowly on dyadic processes, and appeals for greater attention to team-based leadership. Subsequently, Yukl (2013) indicates that studies on team leadership research had since unfolded. However, these studies had concentrated more on coactive leadership than interactive leadership. The coactive leadership implies that they are concentrating on teams where there is a leader and direct reports like coach and players in football clubs. The lack of interactive part therefore indicates the theoretical gap in the field of which is the researcher’s interest in honing it. The missing link to be explored is the ‘togetherness’ of leadership to be a team of teams and not just to have teams or just manage departments. This will automatically entice the researcher to explore the organizational behavior in the presence of team-based leadership.

In my working definition of leadership, I position myself with the following scholars (Winston & Patterson, 2006, Northouse, 2010, Maxwell, 2013, Yukl, 2013, Nahavandi, 2014 etc) and provide the following statement to capture the approach of this study: The research conducted by the scholars (Gentry et al, 2012) about whether leaders are born or made brought the results that leaders are made. Therefore, based on the scholarly journey I provide the working definition which is a by-product from my scholars.

*Leadership, whether individual or team-based leadership is a development process of which all the assigned leadership should undergo in order to have a positive influence to the followers or employees, which is the organizational behavior leading to innovation in order to achieve the set goals of the organization.*

The building blocks of the process are furthering studies on leadership, collaboration, attending colloquiums and conferences and workshops, etc.
Leadership Attributes (5 in the graphical framework)

In the literature the researcher has undertaken to read through about leadership from prominent scholars (Scott, 2009, Baran et al, 2012, Maxwell, 2013, Nahavandi, 2014) a leader is recognized mostly by having a vision. However, on scrutiny of their writings it transpired that beyond vision, these scholars reflect on at least four attributes of leadership that leaders possess. Hence the (5) in the graphical presentation of the conceptual framework. These attributes are vision, capability of dealing with matters of complexity, value driven and courage of which the brief discussion for each follows:

Complexity of leadership: Leadership in the contemporary society we living in characterized by diversity is one of the complex phenomenon. Zenouzi and Dehghan (2012) find leaders as people that operate in a delicate dynamic balance between static and chaotic modes in an area called the 'edge of chaos'. This shows that the dynamic nature of leadership is so complex that it is so difficult to vouch for certainty and consistency in running the organizations. The saving ingredients in dealing with complexity (McKelvey, 2010) are effective communication and strong talent base. The researcher believes that this complexity might be addressed by the collective thinking – brought in about team based leadership in this case.

Value driven: According to Hyatt and De Ciantis (2016) value driven leadership is based on human values. As the organization are overwhelmed by globalization they operate with diverse human capital. This human capital needs to be drawn into the values of the organization that promote effective performance while recognizing different cultures. Since ECRDA is an organization with corporate values, which are excellence, transparency, honesty & integrity, innovation, Ubuntu and commitment to empowerment, it is imperative to explore how they are knitted together in portraying the value driven leadership.

Visionary leadership: Every organization whether private, public, profit making or non-profit making and even political, is established based on a vision (Yukl, 2013, Westely &
Mintzberg, 1989 and Dhammika, 2014). However, the effectiveness of the vision is dependent on strong and effective communication by the leaders in order to influence the followers. The vision needs to resonate within the leaders so that their passion can transcend to the followers to enable them to see the future (McKelvey, 2010, Yukl, 2006 and mulla: date unknown). Once the direct reports have made acquaintance with the vision the improved or better performance flows for the betterment of the organization.

Honing closer at home, from document review it transpired that ECRDA’s vision was drawn from the 52nd National Conference Resolutions of the ANC, wherein rural development is the bone of contention. While it is important to have a documented vision for any organization it is so important that such a vision is known to by all in the organization and the point of entry to explore and examine that is leadership. As the executives and management are the unit of analysis through story telling during the interview process, the researcher hopes to understand the level of resonance of the vision.

Courageous leadership: Courage is defined as the putting the vision into practice (Khoza, 2011 and Hybels: date unknown) in order to yield the intended outcomes. This means that there is a need for a step by step explanation of how the vision unfolds to attain reality. It therefore shows that every organization deserves vision embodier – someone committed to personify the vision. This person has a duty to bring the team together (Petrie, 2014 and Hybels: no date) of which that is made possible through character, competence and chemistry. It therefore becomes imperative to intermingle other leadership attributes to demystify the vision and have courage. According to Walston (2003) there is no correlation between the position and courage. The way one confronts issues and handles his/her professional development speaks volumes about courage quotient and set a leadership tone for others. While this remains through, the study unit of analysis is focused on leadership of ECRDA as the bearer of courage to influence the direct reports. It aims to explore the operation of this attribute in the tam based leadership.
This study commits to understanding team-based leadership which is to be explored in the research. This is precisely because the team leadership is not cross-sectional rather than each unit or division attempting to be solely united to achieve its own set targets if indeed they are united. When all leadership attributes are intermingled, it is posited, the organization will stand a better position to have the well-defined goals that it was established for.

Social innovation (6 in the graphic framework)

For quite substantial a time, innovation has been explicitly articulated in product development sectors. However, it has taken tall as well in the services sector as people want to expend where there is good service (Coonan, 2008). It is on this solid ground that professionals are deepened by forming partnerships and collaborations in order to discuss the best way to service customers.

The researcher’s main focus on innovation is social innovation. This is based on the fact that ECRDA is a services sector dealing with community development projects. Therefore elements of social innovation to improve service delivery become key. This study is to examine how team-based leadership fosters the innovative thinking for the organization. Since innovation is key in the growth and economic development (Isaksen & Akkermans, 2011), it is imperative to explore elements of social innovation in ECRDA.

According to Schmitz (2015) the concept of social innovation was brought into book by the German Sociologist Wolfgang Zapf in 1989. Defining social innovation is quite a challenge as it describes a broad range of activities such as the development of new products, services and programmes, social entrepreneurship and the activity of social enterprises, the reconfiguration of social relations and power structures; workplace innovation, new models of local economic development; societal transformation and system change, non-profit management; and enterprise-led sustainable development. Be that as it may there are scholars who have produced definitions to this phenomenon (Gillwald, 2010, Murray, 2010, Pinsent, 2012, Anderson, Curtis & Wittig, 2014 and
Innovation, Leadership & Organizational Behaviour

Schmitz, 2015), which laid the foundation for my working definition for this study. The following definition will be a cornerstone of this phenomenon in this study:

*Social innovation is the address of both past and present social ills by improving the well-being of individuals and groups of individuals whether in work places or communities.*

The model above illustrates how this topic is knitted together to achieve the whole.

**Short-termism (7 in the graphical framework)**

Short-termism is a phenomenon wherein there is no much research that has been done by the scholars. As a result there is no definition that has been crafted as a fit for purpose. However, in an attempt to come with a working definition for this study I position myself with my scholars (Buchholtz & Carroll, 2012, Matlhape, 2012, Polsky & Lund, 2013, Olenski et al, 2014). Therefore, the working definition is as follows:

*Short-termism is critical phenomenon, of short term employment of executives, based on fixed term contracts of either three or five years, which is an endemic to the effective performance of executives and stability of the organization whose consequence may be a deliberate misconduct.*

Though this concept is not in the thick of the study, it is in my conceptual framework because I think it is such a prevalent issue that could be better managed if there is team-based leadership and social innovation. I anticipate that it may emerge in the interviews, as a dimension that affect negatively the productive behavior of ECRDA as the empirical part of the study unfolds, which will then be addressed by team leadership and social innovation.

The potential element of the study in short-termism is about the short-termism of leadership appointments and or professionals. It has since become a norm that Executives and professionals who are ready to plough back are kept on their toes such
that they cannot make the impact determined to make in the society. They are either given three year contracts, five years and at times they are just called in for a few months contract. They cannot even attest that the seed they plant actually germinates and bears fruit because they are always operating at the referee’s optional time.

However it has been indicated that though there is this practice of which its building blocks are not clearly defined, Executives with longer employment terms make a recognizable impact in the business growth and stability (Polsky & Lund, 2013, Olenski et al, 2014). In essence if this is so, it implies that the resources of the organization are getting depleted without it actually benefiting.

The study is therefore set to explore and examine the intricacies that go with this phenomenon and to assess if indeed it affects the executives and professionals in South Africa and if it does what are the innovative ways to circumvent the continuity. However the study will be limited to ECRDA.

3.4 CONCLUSION

Having laid the foundation to build on with the topic to hone into, it is clear that team leadership, elements of social innovation and short-termism of leadership appointments will be explored to either respond or attempt to respond to the research problem. The case study may not bring a solution to the problem but rather give a space to other researchers to further examine the study.
CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION
The literature related to individual and team leadership, social innovation and organizational behavior with short-termism, as the cynosure, has been reviewed in the previous chapter. This chapter provides the outline of how this research has unfolded, methodologically, in order to address the problem of the study, undertake the empirical work and then hone into the recommendations, as is discussed in subsequent chapters. The methodology provides a pre-specified and delimited pathway to explore innovation, team leadership and organizational behavior while attempting to anticipate the impact of short-termism as a possible significant theme. The purpose of this chapter is to outline the research methodology, sampling method, data gathering and analysis.

4.2 RESEARCH APPROACHES

Prior to outlining the research approach for the study, the researcher provides the research paradigms. There are two opposing paradigms (Collis & Hussay, 2014 and Ngulube, 2015) in which general research approaches are embedded. These paradigms are positivism and interpretivism. The positivist paradigm informs the realist ontology (ibid) while constructivist one is influenced by interpretivism. Knowledge that is generated in the interpretivist paradigm is subjective while epistemologically (Ngulube, 2015) positivists generate objective knowledge. This study follows the interpretivist paradigm, and is therefore subjective.

Methodology is the lens (Ngulube, 2015, Leedy & Ormrod, 2014, and Brikci & Green, 2007) through which the researcher looks when conducting a study. There are three main research approaches namely; qualitative, quantitative and mixed methods. The mixed method is a hybrid of both the qualitative and quantitative methods (Leedy & Ormrod,
Qualitative research method is the method of research that specifically deals with social sciences and explores phenomena within specific contexts within lived experiences or living ecosystems. As such, analysis is mediated through words rather than numerical data. In qualitative studies, the researcher is also an instrument and therefore (Leedy & Ormrod, 2014 and Brikci & Green, 2007) bracketed subjectivism is inherent in this approach. Quantitative research method is applied in natural sciences, focusing on measurements and numbers in its data analysis. Quantitative research seeks objectivism (Allwood, 2011, Johnson & Christensen, 2008, Lichtman, 2006).

Having traced the respective profiles of the research approaches (qualitative and quantitative, as well as mixed methods) it became clear that subjectivist philosophies, following a qualitative approach, are the appropriate broad domains in which this research problem and question reside. This research problem is located at the level of human and social interactions (leadership, social innovation, organizational behaviour) and explores the situated interactions of humans within applied social settings, in this case, an organizational setting, that has a concrete and research problem that might usefully be addressed.

### 4.3 NATURE OF THE STUDY

The two major research methodologies have their respective assumptions and the terminology associated with them. The first assumption is ontology which relates to the nature of reality. It addresses the question of ‘what’ things are in existence and whether they are real or it is the mind perception. Since the researcher is the instrument alongside the study in the field, the researcher’s view of reality is the corner stone to all other assumptions. This means what is assumed predicates the researcher’s other assumptions (Cresswell, 2003 and Holden, 2010). The study was to explore whether team-based leadership exists at ECRDA which translates into good organizational behavior that contributes to social innovation. Through the unfolding of the research at the intersection of leadership and organization, the question of what actually exists, in this unit of analysis, was addressed.
The second assumption is epistemology. It is about the study of the nature of knowledge. It supports the ideology laid down in most of the studies that have been completed in organizational science that were based on the assumption that reality is objective and is to be discovered through objectivist approach and revealed to many (Scotland, 2012 and Leedy & Ormrod, 2014). This study, that I have undertaken, challenges that assumption in that it situates the researcher within the study as a co-researcher with the participants which he was interviewing. The research and that which was researched are part of the meaning-making. As the researcher, however, I both remain aware of my bias and declare it within methodological norms of qualitative research, so that the research process retains research rigor.

The final assumption is the researcher’s methodology of the study (Myers, 2013, Jackson, 2013 and Schryen et al, 2015) which is coherent with and responsive to the research question. The previous chapter (literature review) has laid down a foundation in that while reviewing the existing literature relevant to the study, it also assisted in the identification of the research gap, which is team based leadership and exploring this gap, through the responses of a purposive group of participants. As the study is premised on a qualitative approach (Holden, 2010, Myers, 2013 and Jackson, 2013), the researcher used methods of data gathering and analysis, which are interviews, document reviews and content analysis respectively.

Therefore the nature of this study takes the qualitative approach because it deals with organizational and social science. The study explores the dimension of team based leadership as a continuum to individual based leadership.

The paradigm and approach respond to the research question and sub questions and objectives and sub objectives, summarized as follows:
To respond to the driving imperatives of this study, the following research design is now discussed.

4.4 RESEARCH METHODOLOGY DESIGN

The research design provides the overarching framework for the procedures the researcher follows. This includes the methodology, data gathering and data analysis (Leedy & Ormorod, 2014). This is a plan and structure for exploration and description of a phenomenon, so conceived, to provide responses to the research question.
Studies undertaken on qualitative research classically serve as one or more of the following purposes, namely; description, interpretation, verification and evaluation. In order for any of these purposes to be fulfilled, a specific research design is to be carefully chosen as designs are specifically fit for purpose. In the main, there are five qualitative research designs, viz; case study, ethnography, phenomenological study, grounded theory and content analysis (Leedy & Ormrod, 2014, p. 143). The case for using case study research, as a chosen, design, is discussed below.

In a case study research which is also called ideographic research, studies are in depth for a defined period, a specific individual, program, or occurrence. A case study is suitable for informing practice within a context specific research setting (Leedy & Ormrod, 2014). The study was for a defined period of nine months within one state owned entity (SOE) – a parastatal in South Africa and, in particular, in the Eastern Cape Province. It is a small sample of the population as there are several SOEs in the province, and is further delimited as it is based on a small sample again of employees at ECRDA, albeit that it is based on those who have been selected as knowledgeable participants.

The research design for this study of Team-Based Leadership, as a productive Organizational Behavior, in contributing to Social Innovation, is based on a case study in ECRDA in the Eastern Cape with a very small sample. This case study is expected to either generate new theory or contribute to the existing one. This is supported by the proponent of case study, Yin (2009), who argues that, “case study research lends itself to the testing of the existing theory as well.” He, in particular suggests that case study research is best suitable to explore ‘why’ and ‘how’ contemporary, real life phenomena occur, but in such conditions where there is minimal control the researchers can do (ibid). The study was intended to focus on specific respondents in a limited setting and therefore the single case study design best fitted the research direction of the study.

4.5 RESEARCH INSTRUMENTS

In order to obtain reliable feedback or outcome on the exploration of team leadership, as a good organizational behavior, which would lead to social innovation within the paradigm
shift from long-term to short-termism of leadership appointment contracts, the researcher made use of instruments such as, interviews, document review and content analysis which were selected using sampling as a methodological consideration. The interviews allow the participants to freely express themselves about the analysis of the study in their own words and there is close interaction between the researcher and the subjects (Kvale, 2006). The interviews were an appropriate instrument for this study in that the researcher was able to get what actually existed at ECRDA without inciting the participants about his assumptions. The document review is important in that the researcher is able to transcend the information gathered through interviews by reviewing sampled documents (Bowen, 2009). These documents were to assess as to whether there were any elements of team leadership or an effort for team work. Content analysis is so important in that when the interviews have been transcribed and coded, it gives knowledge meaning of short descriptions (Leedy & Ormrod, 2014 and Cho & Lee, 2014). Hence this instrument was of great assistance in exploring the phenomena of team based leadership, social innovation and organizational behavior.

4.6 POPULATION

There are several definitions of population which had been sponsored by scholars and they do not contradict one another.

According to Yount, (2006), a population consists of all the subjects you want to study. A population is defined as the totality of all subjects (Polit and Hungler, 1999) that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalized. In the above two definitions of the population the one that resonates with the researcher is Polit and Hungler (1999).

In the ECRDA at the instance of pursuing the study there were 159 employees who had been placed in all the District Municipalities for service delivery (ECRDA Annual Report). This includes executives, senior management, middle management, professionals or specialists, skilled, semi-skilled and very low skilled employees. Since the study was
targeting people who have an understanding of the team-based leadership, innovation and short-termism of leadership employment contracts and the intricacies that go with that, the targeted population is composed of 29(twenty nine) people.

4.6.1 Sampling Method

There are different sampling methods viz; random sampling, systematic sampling, stratified sampling, cluster sampling, haphazard sampling, judgmental sampling and purposive sampling (Westfall, 2008-2009, Coyne, 1996 and Barreiro & Albandoz, date: unknown). These sampling methods are special purpose driven to achieve a particular objective.

While having the numerous sampling methods, based on the research question, I found it prudent to apply stratified purposive sampling in this study. This is based on the fact that stratified sampling allows the researcher to make sub-groups of the population sample – management samples called strata that are representative of organization leadership. It is also the best precision to tie up to the objectives of this study. This implies that the population sample must be the individuals who understand the research topic or who are directly affected by the problem under research (Barreiro & Albandoz: no date). Though the Executive Management has fewer personnel, the researcher found prudent to have a higher number of the stratum than in other management levels. This is based on the fact that they are the assigned leaders to lead the organization and this study needed their extensive contribution.

ECRDA is characterized by the vast majority of people who are continuously learning and are qualified in different disciplines. In general, to a greater extent they have knowledge of what leadership entails. However, due to the dynamic nature of this research and the need for practical experience than just observers of the system it became prudent to determine the exclusion and inclusion criteria. The researcher, therefore, applied the stratified purposive sampling as a first priority and thereafter moved to interview the most convenient participants. This sampling strategy is herein declared as part of an iterative
refocusing adapted around operationalizing the intentions of the study and to cater for further data from a potentially rich sample group as advised by Krathwohl (1997).

4.6.2 Sample

Three sub-groups were solicited for participation in the gathering of information and analysis. The total number of participants in the three strata did not exceed seven people. The first stratum was the three Executives of ECRDA, second was the two members from senior management and the last one was two members from middle management who understand the context of the research problem. There was no race or gender specification as the determining factor is the understanding or contextualization of the object of the study. Below is the table that presents the population sample for the study.

**TABLE FOR POPULATION SAMPLE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Population</th>
<th>Sample Size</th>
<th>Percentage sample</th>
<th>Reason for sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Management</td>
<td>4</td>
<td>3</td>
<td>75%</td>
<td>To obtain sufficient data from the top leadership</td>
</tr>
<tr>
<td>2. Senior Management</td>
<td>3</td>
<td>2</td>
<td>67%</td>
<td>To obtain sufficient data to analyze whether there is complementarity</td>
</tr>
<tr>
<td>3. Middle management</td>
<td>20</td>
<td>2</td>
<td>10%</td>
<td>To ascertain that there is coherence to attest to with regard to team leadership</td>
</tr>
</tbody>
</table>

*Source: own compilation 2016*

A lot of work was done in the literature review chapter to read academic journals related to team leadership, social innovation and short-termism to establish the gap. However,
the researcher undertook the document review in order to ascertain whether there is a correlation between the documents of the company (strategy, policies, minutes of meetings, etcetera) and the study itself. Bowen (2009) argues that qualitative researcher is expected to draw upon multiple sources of evidence to seek convergence and corroboration through the use of different data sources.

4.6.3 Data Gathering

In this research data gathering was obtained through primary data and secondary data. Primary data is the data gathered with specific objective in mind (Cresswell, 2003) which is where the research question is responded to precisely. The secondary data is not gathered expressly for the main or immediate objective of the study but rather to couch the study through the funnel method (Leedy & Ormrod, 2014). The secondary data was gathered through document review from the organization.

4.6.3.1 Interviews

The primary data for the in-depth of the study was derived from the seven (7) participants who were interviewed. Interviews had challenges of time constraints, cost and availability of officials at scheduled dates. This is precisely because the participants earmarked for this process were management officials whom I had to accommodate their schedule. Since this study was conducted where the researcher is serving, there were no expected costs that might contribute to the hindrance of the interviews.

With the assistance of my supervisor, I prepared the interview schedule. The schedule took the shape of open ended type questions to provide adequate platform for the participants to express their views without limits. The questions were about their views on team leadership, as a good organizational behavior that will contribute to social innovation. There were also questions to explore if short-termism of leadership
employment contracts does manifest itself as challenge in a cohesion and stability of team leadership.

Mostly, participants preferred to be interviewed in their private offices while others preferred outside offices to deter elements of discomfort. Participants were told immediately that the objective of the research was to gather information about team based leadership, as a good organizational behavior that will contribute to social innovation.

4.6.3.2 Ethical Standards

The participants were informed of the main question of the study and the sub-questions in order to put them at ease so that they contributed freely knowing what the study entails. This is also done as an ethical compliance. Each participant had to confirm whether he or she wanted to participate in the research. Informed consent and participation documents were shared with the participants to acknowledge their role and participation in the research and to allow them to consider the implications of their participation. The participation document informs the participants of their rights not to participate if they have discomfort with the process and that will not prejudice them. Finally, those participating should be on the lookout for the possibility of being requested to participate in follow-up interviews. The participants were provided with their informed consent document to sign which allowed them to retain their anonymity and confidentiality. As an additional measure, the researcher created pseudonyms that cannot be traced back to the participants, by others.

The participants were informed immediately that the conversation or interviews would be recorded and their pseudonyms used. The transcript of the interview would not be made available to anyone except the participants for member checking. The anonymized transcript is included through descriptive or open coding to the research report.
4.7 DATA ANALYSIS

Based on the fact that the study is on qualitative approach, the data is in words and thorough analysis and interpretation, these words will suggest meaning which brings the study to fruition. Before analyzing the data to ascertain if it meets the researcher's expectations in terms of the objects of the study, the researcher recorded pre-determined objectives before unpacking the data so that ontological and epistemological nature of the study will emerge independently. Having done that the researcher took each script and analyzed it properly.

4.7.1 Data Saturation

Fusch and Ness (2015) in the data analysis under qualitative research emphasize the importance of data saturation as it impacts on the quality of content validity. Data saturation is achieved when the information is adequate such that there is no need for further gathering and coding (ibid). The researcher has followed these scholars by ensuring adequacy of the sample and asking same questions in each participant to be able to find enough evidence for causality and recommendations.

4.7.2 Coding and Content Analysis

There are five (5) methods of coding for qualitative research (Saldana, 2010 and Theron, 2015) namely, structural, descriptive, In Vivo, processing and initial (open) coding. The data was then coded in accordance to descriptive and initial coding in order to have logical flow of the data analysis and be able to scrutinize for similarities.

Cho & Lee (2014) and Leedy & Ormrod (2014) define qualitative content analysis as the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns. The good thing about content
analysis is its flexibility to allow the researcher to apply the inductive or deductive approaches and even combination of both. The inductive approach draws the codes directly from the data whereas the deductive method starts from pre-conceived data (Cho & Lee, 2014). In this study the researcher aligns himself with Cho & Lee and Leedy & Ormrod in qualitative content analysis using the inductive approach.

4.8 ETHICAL CONSIDERATION

Yin (2011) considers ethics as the critical personal trait a researcher has to carry throughout his/her entire life of research. Tracy (2013) emphasizes that ethical research practice is a thread throughout, which manifests itself in the form of self-reflexivity, access, participation, interviewing, fieldwork, transcription and writing. The ethical consideration in this study promotes the truth and values that are indispensable in respect of leadership within ECRDA.

Prior to starting the research, the researcher completed and submitted all the documents for ethical clearance to the Graduate School of Business Leadership (GSBL) for consideration by the Ethics Committee. In response thereto, the Ethics Committee approved the Ethics of this study. The approval, therefore enabled the study in ECRDA to be undertaken with due regard to ethical principles and procedures, which were adhered to in the undertaking of the research.

The researcher did consider the ethics prior starting the research in that a consent letter of access to the premises was sourced from the CEO. The researcher emailed the informed consent forms and participation sheets to the participants, giving them sufficient time to decide whether they were willing to participate in the interview process. The participants were informed that the interviews would be recorded and transcribed. The principle of confidentiality was kept throughout the process and beyond in that everyone's recordings and transcriptions are kept safe.
4.9 METHODOLOGICAL NORMS

Yin (2009) defines a case study as an empirical inquiry that explores a phenomenon in depth and within real life context as opposed to generalization of data extrapolated from the sample of the population. Therefore qualitative researchers have an onus to increase the understanding of a phenomenon.

On validity (Yin, 2009) breaks validity of the study into three constructs, viz, construct, internal and external validity. For this study, the researcher is concerned with construct validity to establish the correct operational measures for the concepts being studied, which are team based leadership, social innovation and short-termism of appointment of executives. The researcher had studied about the concepts as evidenced by the chapter (literature review) and also conducted document review on strategy documents, policies, annual reports, 2007 ANC Polokwane resolutions which portrays validity of the study.

The study is reliable when the other researcher who can conduct the same study using the same measures arrives at the same findings (Tracy, 2013 and Yin, 2009). This study has achieved this qualitative measure in that the interview schedule was prepared and every participant was asked the same questions. The findings were arrived at having analyzed the whole data gathered and therefore the questions are reliable.

Tracy (2013) argues that credibility of the qualitative research is stamped by thick description, concrete detail, explication of tacit knowledge and showing rather than telling. The main objective for building trustworthiness and credibility in a qualitative research (Yin, 2011) is transparency, which is achieved by conducting research in a publicly accessible manner. Tracy (2013) describes transparency as being honest and open about the activities by which the research transpires. In this study the researcher has described and documented the procedures followed for this research so that any other researcher or person can be able to review and understand them. Based on the fact that this work and its evidence can be scrutinized for the authentication of the findings and conclusions drawn, the study meets the criteria of trustworthiness and credibility.
4.10 CONCLUSION

The study was conducted using a qualitative approach applying the stratified purposive sample of a population of ECRDA: hence the strata of Executives, Senior Management and middle management. A level of triangulation was then achieved through in-depth interviews, document review and content analysis.

This research approach and design applied in this study has its limitations in that it is based on an intrinsic single case study based only in the Eastern Cape in a single parastatal – ECRDA. The findings are therefore neither holding generalizing of South Africa nor Eastern Cape Province and even the whole spectrum of parastatals.
CHAPTER 5

PRESENTATION OF DATA AND DATA ANALYSIS

5.1 INTRODUCTION

Data analysis is embedded in the method of the empirical design. The previous chapter has painted a picture of qualitative strategies for empirical analysis based on a case study with a small stratified sample in ECRDA. ECDRA is a State Owned Entity (SOE) or parastatal which is a vehicle for service delivery for Department of Rural Development and Agrarian Reform (DRDAR). As noted previously, the sample is predominantly management, who are the people expected to know the intricacies of leadership and therefore contribute to the applied findings.

The researcher prepared the schedule for interviews with the support of his supervisor and refinements from the Ethics process. The interview questions were prepared to give responses to the main research question and the two sub-questions which are as follows and presented for ease of reference:

A: How is team leadership, as an example of organizational behavior, described or demonstrated in ECRDA?

A1: Sub-question 1. How does ECRDA narrate the relationship between team-based leadership, productive organizational behavior and social innovation?

A2: Sub-question 2. Is social innovation, therefore, part of the ECRDA’s team leadership or is it described in other dimensions of ECRDA?

The data presentation and analysis will critically respond to the questions above in the sections below.
5.2 RESTATING THE OBJECTIVES OF THE STUDY

The aim of the study was to explore and describe how, as an element of organizational behavior, team based leadership could be an example of social innovation in ECRDA. The research objectives are restated as follows:

**Objective 1 related to A1:** To establish if the team-based leadership, as a good organizational behavior, results in elements of social innovation in ECRDA or if are there other dimensions of social innovation.

**Objective 2 related to A2:** To ascertain if the relationship between team leadership, productive organizational behavior and social innovation is seen as conceptually linked in the narratives of ECRDA.

The presentation and analysis of the data were therefore aimed at honing into these two objectives.

5.3 POPULATION AND SAMPLING

To recap from chapter 4 (methodology chapter), the population for this research was limited to the ECRDA management. From this population, a purposive, stratified sample was drawn, composed of executives, senior managers and middle managers. The sample was deliberately chosen of people who were expected to make a meaningful contribution to the study. In stratified sampling the population is divided into homogenous groups called strata and sampling is done separately within each stratum (Ahmed, 2009, Barreiro & Albandoz: no date). Given that this study is about Team-Based Leadership, as a productive organizational behavior that contributes to social innovation, assigned leadership or legitimate power (Raven, 1992) is better placed to comprehend the intricacies of such leadership, hence formal management strata were part of the unit of analysis.
The researcher also undertook a document review (Bowen 2009) in order to ascertain if there are any elements of team leadership and innovation that could be ascertained from the sampled documents. Because the locus of the study is on business leadership, the strategy documents were reviewed in order to find team effort in both crafting and implementation of the strategy.

5.4 DATA GATHERING
As I have outlined above and in various chapters, data gathering took place in ECRDA in a form of interviews which is a fruitful method for qualitative research and case study design. The organizational structure is hierarchical as it starts from the CEO to executives to senior management to middle management etc. Each participant’s interview was voice recorded and thereafter the outcome transcribed and summarized. For ethical consideration, the members were given summarized version so as to confirm the authenticity and such narratives were not tempered with. Pseudonyms were used to replace the names of participants in order to ensure that anonymity is preserved. Herewith below are the participants who were of great assistance to the success of this study.

<table>
<thead>
<tr>
<th>Participants</th>
<th>Relationship to the study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>She is in management and has an understanding of the dynamics of the concept of team leadership as a good organizational behavior and how it contributes to social innovation. She also understands the intricacies that are embedded with short-termism.</td>
</tr>
<tr>
<td>James</td>
<td>He is a management team member who understands the dynamics of project management in relation to team leadership and the linkage to social innovation.</td>
</tr>
<tr>
<td>Name</td>
<td>Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------</td>
</tr>
<tr>
<td>Janice</td>
<td>She forms part of management team and understands the concept of team leadership and navigates through to social innovation. She understands the dynamism brought in by short-termism in the world of trade and in relation to appointment of assigned leaders.</td>
</tr>
<tr>
<td>Vanessa</td>
<td>She is a management team member who understands the pros and cons of team leadership. She also knows how social innovation fits snugly in the equation. She understands the dynamics of best practice in relation to short-termism.</td>
</tr>
<tr>
<td>Quinton</td>
<td>He is a manager who has vast experience in leadership positions. He understands the importance of team leadership and social innovation in relation to ECRDA. He articulates profoundly the intricacies of short-termism.</td>
</tr>
<tr>
<td>Jacques</td>
<td>He is a manager who is well travelled. He understands team leadership and social innovation as concepts and the history behind. He has an understanding of short-termism in relation to the entire society and its outcomes thereof.</td>
</tr>
<tr>
<td>Sipho</td>
<td>He is a management team member who understands how to lead and therefore his contribution to team leadership as an organizational behavior is phenomenal. He understands the concept of social innovation and that of short-termism.</td>
</tr>
</tbody>
</table>
In the document review I undertook a sampling strategy with the main focus on documents I had a reason to believe they could portray the elements of team leadership or team effort and social innovation. In an attempt to source the organization documents in order to conduct content analysis, not much documents could be found. As a result the researcher read all the available documents at its disposal without making a sample. The table below lists the documents:

<table>
<thead>
<tr>
<th>Document Number</th>
<th>Summary of Document</th>
<th>Background to choice of document</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Eastern Cape Finance Rural Corporation Act, No. 1 of 2012</td>
<td>The ECRFC Act as amended to integrate entities dealing with rural development in the Province of the Eastern Cape.</td>
</tr>
<tr>
<td>2.</td>
<td>2007 ANC Polokwane Resolutions</td>
<td>52nd ANC National Conference Resolutions</td>
</tr>
<tr>
<td>4.</td>
<td>2014 ANC Election Manifesto</td>
<td>Election Manifesto</td>
</tr>
<tr>
<td>5.</td>
<td>Five Year Strategic Plan</td>
<td>Strategy of ECRDA</td>
</tr>
</tbody>
</table>

Source: Own compilation 2016
5.5 PRESENTATION OF FINDINGS

The schedule of interviews was prepared based on two main concepts, team leadership and social innovation respectively. Each concept had three questions and the additional two questions were about the construction of the topic and its intended outcome. The flow of the presentation of the data is in a chronological order of questions flowing from the concepts under the study. Where the response is common for all, the presentation is a combination of all and where they differ, such lines of demarcation are clearly articulated. There were also three questions on the concept of short-termism of appointment of leadership in the quest of whether it is a challenge to leadership stability when it manifests itself.

5.5.1 Presentation of Data on Team-Based Leadership

1. The first question: How would you describe team leadership, in general?

Responses

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to described team leadership</th>
<th>Themes deduced from these key phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>I’ll draw from servant leadership; it talks to elements that include team leadership; leader listens; enables other people; encourages integration; encourages a dynamic working environment; Organization must be learning organization; Leaders become protective of our own turf; We do not want to understand we have got other people. Even if not in leadership position can actually lead; In the</td>
<td>Servant leadership; the elements of team leadership; organizational structure that enables team leadership; recognition of capabilities.</td>
</tr>
</tbody>
</table>
Innovation, Leadership & Organizational Behaviour

<table>
<thead>
<tr>
<th>World of work we think they know nothing; Leadership is a calling. So you talk Team Leadership I do not expect that it will be hierarchical leadership necessarily; If we were good leaders we would recognize everyone for all their talents; Leaders have stewardship; empathy; the way to engage; exposing others; giving them roles so that they can develop.</th>
</tr>
</thead>
<tbody>
<tr>
<td>James</td>
</tr>
<tr>
<td>Team leadership: goals set can only be successfully achieved through collective effort; through the guidance; motivator to achieve those goals; showing guidance to the team; team leadership becomes very important; understand the contribution; understand the weaknesses and strength of each other; give guidance and support so that the team does not lose focus; Team Leadership has an ability to mobilize members of the team; the ability to identify weaknesses and strengths of the team; and the collectivism; It identifies mechanisms on how to respond to weaknesses or strengths; element of being a motivator; analyst; focus person; capacity development; skills transfer to the members.</td>
</tr>
<tr>
<td>Collectivism; elements of team leadership</td>
</tr>
<tr>
<td>Janice</td>
</tr>
</tbody>
</table>
inform the members of the team as to what is going on; There is temptation to work in silos; The role of the team leader is to devote time; to make the team members to understand that they need to work in collaboration; influence the entire organization to achieve the various objectives; Individual leadership does not take other peoples’ ideas and contributions into account; The individual believes only in what he or she thinks; Only if the individual believes in them; In the current sphere of leadership that I’m working at I see team leadership partially happening; It needs to be improved; it should not be superficial; should be exercised in a fair and transparent manner; make everybody’s contribution worthwhile; Elements of team leadership are responsibility; accountability for own business unit; communication; team building; build character relationship; interest in carrying out the mandate of the organization; drive to make your team a winning team.

<table>
<thead>
<tr>
<th>Quinton</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are a leader but you are not leading; You are leading a team; In it there’s an element of unism; there’s an element of working</td>
</tr>
</tbody>
</table>

| Collectivism; Difference between team and individual leadership; availability of team leadership; elements of team leadership; |
together – united; there’s an element of supporting each other; Even if you are not there one member of the team takes a lead; On individual leadership you can cruise and find that you are only going alone excluding the people around you; There are companies, there are organizations that are using Team Based Leadership. They are successful; But in government people are not united; people have got individual interest in public organizations; They don’t care; In fact they can sell you to get something that they want; There’s no trust; Government sector is one that is not practicing that much of Team Based Leadership. I have mentioned trust as one of the main elements in my own way; an element of unity, integrity, honesty. There can’t be team leadership if the people are unethical;

Jacques Team leadership does not mean everybody leads; Team Leadership does not mean there is no one entrusted with a leadership responsibility; But it says inclusiveness in the decision making; People around you are kept abreast; They are in agreement with what is going to happen not necessarily that they

Collectivism; consultation; organizational structure; the difference between team and individual leadership;
are coerced; but at least most of them are in agreement with what is going to happen; If you are not there as a leader; everyone else agrees to an extent of what is going to be done; when you are not there things will happen as if you are there because it’s a team kind of a situation;

Individual leadership is always an individual show. If the individual is not there then no one else can stand; The leader is himself; he commands his people, he tells his people what to do; It’s just like a bossy situation;

In the ANC you will have Executive Committee elected; The Executive Committee will appoint a working committee; The secretariat (chairperson, the secretary and the treasurer) on a weekly basis bounces ideas to the working committee; The working committee reports to entire Executive Committee for condonation for ratification and for discussion; That’s a team based leadership.

Sipho

Team Leadership is to see the participatory approach; a senior person does not impose ideas to the subordinates; engage people. ensure that there is a buy-in among the subordinates; it can’t always be that everybody is

Participatory approach; Non-coercive; influence; transparency;
In this process I followed descriptive and open coding which allow me to deduct themes from the presentation of the data. This goes hand in glove with (Saldana, 2009 and Williamson, 2016) coding and analyzing of qualitative data.
Data Analysis on Question One

The response thereto was that team leadership is best described where there is flat structure. However, the management came with almost the same understanding in that they recognized the fact that most entities have hierarchical organizational structure with a prominent assigned leader, the CEO or Superintendent General. It was advanced that this does not limit the team leadership because team leadership does not imply there is no assigned person to lead. But what is expected is the consultative forum wherein everybody within the management is taken on board and each person’s contribution is considered. The following extracts from the participants buttress the narrative summary.

Vanessa: “Team leadership is based on a consultative process which is really meant to inform the members of the team in and around…”

James: “I think in terms of my own personal understanding, Team leadership applies in the situation whereby the achievement of the goals that have been set by the institution, can only be successfully achieved through collective effort….”

Jacques: “Team Leadership does not mean there is no one entrusted with a leadership responsibility. But what it says is people who are part of the equation are all included in the decision making.”

Therefore, Team-Based Leadership is seen as either servant leadership or transformational leadership (Lyne de Ver, 2009 and Gill, 2009).

The participants draw the line of demarcation between team leadership and individual leadership, as they posited that individual leadership is seen as autocratic style of leadership or bossy situation. Individual leadership is seen as listening to other people’s views – but not doing anything about them. The communication is bottom up approach instead of two way communication. The leader believes in himself alone in what is necessary to perform a task. In essence the leadership is more coercive than looking for coherence as the leader recognizes the status and protection of the own turf. Janice sums it all by saying, “Team Leadership has collective responsibility and outcome, whereas individual is all about the blame game. The individual seems to be very low in communication and limited up, while supposed to be up and down.”
The members sponsored that they are aware of team-based leadership in different organizations and those organization are making quite substantial impact in output. Specifically, this was indicated in a vignette way, as the indication in relation to South African institutions was found wanting but rather pointing abroad. But the succinct example of organizations where team leadership is visible is political organizations and labour movements. The examples given were African National Congress (ANC) and National Health Education and Allied Workers Union (NEHAWU) and Food and Allied Workers Union (FAWU) as the unions in ECRDA. They are reported as always seen carrying the mandate of the collective than individual views.

As I sponsored some prompts there emerged the elements of team-based leadership from all participants. These elements are responsibility, accountability, communication of key objectives and reports for the benefit of the entire organization, team building to bring about character relationship and build a winning team, empathy, stewardship, unity, honesty and integrity. However, in the midst of all there emerged the element which appeared to be the bedrock of all, ‘trust’. Participant argues to seal it as follows, “There can’t be Team Leadership if the people are unethical. In other words if they are unethical, not trustworthy, not honest they will throw the entity into dish.”

The second question: How would you describe team leadership, in particular, at ECRDA?
Responses

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to described team leadership</th>
<th>Themes deduced from these key phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>At ECRDA it’s a forced (coercive) type of leadership; Executive is on paper and also translated to monetary compensation; However, I do not think that anyone else knows how to move with the</td>
<td>Coercive Leadership; No consideration of Executive contribution; no ambience; Arrogance; authoritarian; poor communication; misplacement of staff; lack leadership engagement;</td>
</tr>
</tbody>
</table>
sense of team leadership; I must assert that I’m the executive. There’s something missing. We have been forced and boxed into this thing called Executive; very little of what we do and how we engage with staff; even on issues on a day today basis reflects our stature; there’s bit-a lot of arrogance here; Arrogance, authoritarian whatever u call it; So we rule by fear – seniority; how nice would it be if we could be in one room; just say this is our organization; If it was a flat structure put aside how much you earn; no grades (salary levels according to TASK Grading system); Would u still want me to be executive? You must be prepared to hear the answer that says no; we still want you but now we see you as a very good sweeper (OD). So listening (communication) is not a skill that we have in ECRDA; ECRDA needs robust discussion and engagement but without pulling people down or destroying them; look at the effects of placement; Are people correctly placed? Some yes some no. Are people playing to their strengths – some yes some no. Is there a room for them to play a meaningful role for this organization so that our people
| James | Team Leadership at ECRDA is at various levels; when you look at top Executive Management; I've appreciated Team Leadership on our CEO although many people may not understand. There's lot of support; encouragement and commitment in terms of how things are supposed to be done; things are shared – there is transparency. People seem to have achieved team leadership; an example when we have social events we have collective effort in planning and organizing such events; |
| Janice | It cannot be described at this stage; we do not have culture of team leadership yet. I think it's something we are working towards given the history of where the organizations have come from. I see the individual leadership as well as the Board directing; it's not real that they |

will benefit in terms of our mandate? Yes, but are we doing that? No. We get zombies coming to work everyday just remembering the pain and ache of management; one person determines how the budget must be used; and in what those priorities? Nobody engages the other; |

Team leadership present; support; interaction; there is transparency; collectivism |

No team leadership; No culture; Individual leadership; No executive power; inadequate support towards one goal; operating in silos; lack of trust relationship; alignment of leadership with positions; |
will listen to Executives; They still know where the MEC wants them to go and they go. I don’t think it’s gonna be easy on you to answer strategically cause its going always to be individual; of cause it’s not necessarily a negative thing; But in the Executive managers and operational managers it’s something that is not there; there’s not enough support towards one goal; in my opinion team leadership is negative in a sense that it doesn’t exist at this stage; Although we could benefit from it, we are too busy looking inward and on our own areas; protecting our own turf; I think it comes down to trust.

We should be growing; How can a worker think better than myself? We have decided to be in circles which makes us not to work as a team at all as management; So that is my degree of team leadership. I haven’t seen the elements of team leadership being practiced. We have done some analysis of what type a team is executive management; That’s still understanding what a team is; We haven’t gone to the stage of building as a team; We moving towards but I don’t see it operational either.
<table>
<thead>
<tr>
<th>Vanessa</th>
<th>ECRDA there is no set culture for team leadership to achieve one purpose; There is a missing link in the ability of the top leadership being able to cascade its requirements of a coherent team; The loose leadership from the top makes it easy for individuals to foster their own interests.</th>
<th>No culture; Not purpose driven; loose leadership;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quinton</td>
<td>At ECRDA the way I see it: There is no support to each other. No team work; a classic example that I’ll always link you will find that an Executive takes a decision and that decision has to be implemented; In a Team Based Leadership any decision that is made it is a macro decision. I succeed we all succeed if I fall we all fall; But If somebody hits the wall they start disowning and put individualism on a decision that has been made; So at that level it is not practiced. But it’s not that it’s not practiced there alone, even in the middle management. When you come to ECRDA or to any organization is to improve an organization; and in return you are incentivized for applying your brain to improve and enhance development; That is the number one priority. To grow the organization and also to</td>
<td>No cooperation; no team work; no team leadership; lack of trust; lack of honesty; lack of transparency;</td>
</tr>
<tr>
<td><strong>Jacques</strong></td>
<td>ECRDA is where I’m working; it’s a product of the organization I have just alluded to; it’s a different story all together; you have executives who are supposed to sit, strategize; put the organization in the picture; But the CEO will sing his song and all executives quiet; there’s a different story all together; As I have said, there is none. All is very individualistic. It is more like, are you done?</td>
<td>Bad leadership; Autocratic; no coherent team;</td>
</tr>
<tr>
<td><strong>Sipho</strong></td>
<td>At ECRDA I would say the key thing is lack of good communication; poor communication leads to tension among the people; We are in an environment where it is not conducive to do what you do – that is to operate fully. Mainly, there’s lack of communication; secondly, there is the issue of favoritism. For instance if you go to higher office and take out your hat then you’ll be listened to; those who do not go there and complain, they will suffer in silence; That’s not a good leadership style; you need to be transparent. So there is no team leadership – no there is none!</td>
<td>Poor Communication; favouritism; Selective style of leadership;</td>
</tr>
</tbody>
</table>
**Data Analysis on Question Two**

In response thereto, the participants specifically outlined that there is no set culture for team leadership. It was clearly articulated that there is a missing link in the ability of the top leadership to cascade the requirements of a coherent team. Lack of good communication featured strongly in that even when the operational processes are changed it is so arbitrary. In essence out of seven members six clearly indicate that team leadership cannot be described at ECRDA reason being there is no team leadership. The existing leadership style is seen as totalitarianism. However, one participant indicated that there is team leadership as there are set structures wherein the Executives meet and deal with organizational issues. Be that as it may in passing one participant informally roped the CEO into the equation and his response was that though there are such structures but the leadership is still far from operating as a team.

The third or last question on team leadership: Please give me one specific example of this team leadership (or your view of leadership) as demonstrated in practice at ECRDA.

Response:

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to bring specific example of team leadership</th>
<th>Themes deduced from these key phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>Is there any? Not at all; I mean somebody will joke every Monday and say executive management is the most intimate group; we meet every Monday; They have a sense of us being that intimate group that talks and discuss; But what we talk about? Somebody says What'sUp for the week. Why</td>
<td>No example of team leadership; Pretense; Lack of communication; autocratic;</td>
</tr>
</tbody>
</table>
would I share what I’ll do for the week; Did I ask my direct reports, what is it they are doing for the week or what are their projections? Don’t understand the next level of management and how it may be struggling in some areas; so I find it difficult to deal with; I should be able still to lead. I just have to think and apply my mind, advise, guide, walk, engage; why would I be the one functional or operational; I’m put in a position where I am to die; not tell or tell half-truth because either I don’t know what’s happening or I don’t want to be seen not to be leading;

<table>
<thead>
<tr>
<th>James</th>
<th>I gave an example of events that we hold and some of these events are very complex in nature; issues of skills development and others; it becomes important that you need to talk so that the event is successful.</th>
<th>Team work in events management;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janice</td>
<td>There is no team leadership, CEO says, there are structures, But we do not have team based leadership.</td>
<td>No team leadership; structures dysfunctional;</td>
</tr>
<tr>
<td>Vanessa</td>
<td>At ECRDA I have noted that to some extent there is team leadership being practiced; executives meet once a week to set out the goals of the week;</td>
<td>Partial team leadership;</td>
</tr>
<tr>
<td>List Item</td>
<td>Text</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Quinton</td>
<td>I think it exists that there’s no team leadership being practiced within the organization; in a team leadership situation out of the crisis you emerge and rescue so that nobody below there can see; if you don’t cover each other instead you crucifying each other you are not ready to be a leader; the executives should always be there as soldiers handling the matters and resolve them; there is no unity; there is no trust.</td>
<td></td>
</tr>
<tr>
<td>Jacques</td>
<td>There is no team leadership; there is none; there is individualism at its best; now there is totalitarianism; It’s an individualism translating itself into totalitarianism.</td>
<td></td>
</tr>
<tr>
<td>Sipho</td>
<td>Mainly here, especially from executives, it’s not team leadership per se. It’s almost like favouritism. Let me say for</td>
<td></td>
</tr>
</tbody>
</table>
example there is HR Policy. If somebody is acting on a position of a similar grade you don't get any re-imbursement; but now there is a precedent whereby somebody has acted in doing somebody's job but instead of being compensated 10% of that position getting far more than 10%; this thing is done in a corner; there's nothing transparent to everybody saying, you can do this; We all know that the policy cannot be exhaustive; There are things that can be left out in a policy and there are things that can be done transparent not to favour so and so;

<table>
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<tr>
<th>Data Analysis on Question Three</th>
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</thead>
</table>

The members alluded to the fact that there are structures which one can align to team leadership. However, as far as specific example of team leadership there is none. The executives are seen as not operating in unity when the decisions are not getting joy from the direct reports. In fact, not executive alone even senior and middle management are operating in silos. But it is indicated that some business units operate as teams to achieve a set objective though that does not translate into team-based leadership.
5.5.2 Presentation of Data on Social Innovation

1. The first question: How would you describe social innovation, in general?

Response:

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to describe social innovation</th>
<th>Themes deduced from these key phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>A view of Leadership and social innovation, that is interrelated. We cannot be in isolation as we are; As a team or executives we are not exonerated; nothing holds us together beyond the contrary things that happen on a Monday; but I don’t believe we are a team! team! The team that has got each other’s back. we don’t encourage that I may possible know something about strategy though I’m not strategy; So you create a space for me to articulate; you can learn from me; I can give something back to that unit; because it’s not about who knows better, but it’s always about the betterment of the organization; But we are boxed. So the social innovation doesn’t come out from the top; it gets worse when you go down because you always reminded that this is where you start this is where u stop; we create doors for ourselves. General social innovation, the above is specific: I don’t know</td>
<td>Coexistence of leadership and social innovation; no encouragement; No conducive environment; BPR;</td>
</tr>
</tbody>
</table>
how to describe. We have merged, we need act, policies developed, organizational structure, put to that structure. And then we thought, we should have brotherly and sisterly love by sum!! I don’t what osmosis; it must just happen natural of which it doesn’t. There must be a programme that says beyond the organizational structure placement or people, there must be a BPR (business process re-engineering); you are given an opportunity for this organization to define what it is besides/beyond the mandate of it is; How do we want to do things here? What is our culture? How do we want to treat each other? There is core values; they are only in some documents that go to Parliament; they do not come out; How I interpret a certain clause of the Policy is different to somebody else; talking with foot soldiers, developing those process flows; begin to build ownership; This is how we want to be;

<table>
<thead>
<tr>
<th>James</th>
<th>Social Innovation, it has been a practical way that not one single organization has solutions to all challenges; And this is why now that you have to adapt to everything you find in the field;</th>
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<tbody>
<tr>
<td></td>
<td>Social innovation; communities; problem identification; problem solving; transformation;</td>
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you become innovative as an organization or as an individual so as to translate to help the communities; You’ll be forced to come up with ideas and approaches that would bring quick results in terms of achieving or alleviating particular challenges in a given environment; Some of the elements associated with Social Innovation, is getting to understand; it involves problem identification; it involves problem analysis; problem solving; and as well as active participation of the people who want the problem solved; A community may want a particular problem to be resolved; you as an outsider you sponsoring the idea; reaching out to the community in terms of assisting; In most cases you’ll find that the issue of social innovation becomes like sort of initiatives that u can implement together as collective; You can sponsor the resolutions through some of the partners that you are working with; it is innovations in the form of food security, environmental issues or climatic conditions; All of them embrace new ideas; But the major purpose of social innovation is to transform the
society; So whatever you come up with it is meant to transform the communities; And that’s why I say whether it is to transform social issues; like issues of food security, water and sanitation; housing; climate change, etc. Those are the critical things you can come up with;

Janice

Social interactions with people; new way of doing things based on different ways of interacting with each other; there isn’t much of social innovation here; our processes remained exactly the same; we are actually an organization of 1970s 1980s living in 2016 in my personal opinion. Maybe RED Hub has an element of social innovation yet the concept is also old; and the method of implementing it is also old; we not using the tools out there; and is difficult in an agricultural area. You can see other organizations other than us. Look at the ways and types of marketing their products; advert on cell phones and not only on radios; our rules and laws have not kept up the ways and times; we haven’t been open to globalization; So we are behind, we shut ourselves off from social innovation. That’s why we going one way; we might change our views, our
strategy, our focus, but the process remains the same as it was ten years ago; So I think that’s it. But I see social innovation in the world that I live in but not necessarily in the dimensions of the directions of ECRDA.

| Vanessa | Social innovation is relating to allowing the people within the organization to make it vibrant with ideas; SI is about allowing individuals to be very creative in accomplishing their goals; not restricted and therefore achieve maximum output; I see social innovation in schools that my children attend; they allow students to participate in various extra mural activities; children are excelling in their various talents be it music, sport, dancing, photography, debating, theater, which makes the children to be balanced in character; It is characterized by creativity; networking; eagerness to achieve results; flexibility; interest to achieve goals; and focus on final product. | Suggestions; Creativity; examples of social innovation; elements of social innovation; |

| Quinton | Social innovation is about the practical implementation of creativity; in a social setup, what kind of innovative ways one could come out with to improve | Creativity; examples of social innovation; elements of social innovation; |
the situation; like ours is about development. So is that ideas, people might have natural resources but not knowing what to do with such natural resources at their disposal; somebody comes up with innovative ideas to improve social setting; I would say if you are staying in a village which is a windy village; somebody comes up with up with an idea; what if we come up with wind energy; what if we put those wind turbines so we generate electricity; so out of the wind that comes out of our own area we generate electricity; and we connect it into the grid; it improves the status of our lives;

Jacques

Social innovation is not a new concept; The social ills of the past necessitated that there be social innovation; This home is your home; we were very much socialized. We practiced socialism without being aware of what we were doing; You find one slaughtering the cow and the whole village won’t cook that day; There will be enough food for everyone in that home; So we practiced socialism at its best as blacks; Our oppressors came in and found that our culture is so strong; break the

Social ills; socialism; clustered people; cooperatives; examples of social innovation;
cultural barriers that were there for us; break our cultural values; our fields were cut short; villages were created so that people can stay close to one another; there would be differences (in fighting) of cause once people stay close to one another; So that necessitated that when we took over power we address that; but we could not address that if we could not address the economic state of our people; speak of redressing poverty. That's but one way of addressing social ills. culture is very important on the resources that are there; if you don't have cattle you can’t speak; Language itself revolves around culture; Now the resource that is there is land; coming up with innovative ways of taking people back to land; you must produce innovative ways for people to go back to land; establish Cooperatives so that people in groups go back to land; back then people were in groups; no coops but people were working in groups; making stamped mealies; eradicate weeds in groups, making Xhosa Beer and drink in groups. We cannot do that now; we need to do legal entities to be funded and drive people to land;
That’s one innovative way of taking people to land. We are building houses for people and as government is doing this people with skill are getting employed; Our people are grouping themselves in burial societies; This is team leadership; there’s no more popper now because whether a person has or has nothing gets buried in a dignified way; Those are social innovations in our society trying to redress the past. So this is the kind of what we doing;

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<th>Sipho</th>
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<td>Social Innovation is the way in which you recognize that you are not dealing with objects you are dealing with human beings; So it means you must listen or engage them to what do they actually need; For instance we are working with loans; try to engage to what is happening with clients out there; what they require from you; For instance areas cannot be the same; you can find that if you try and assist those people who are hawkers, that product can have good returns instead of focusing in farms in Port Elizabeth; you must try and adapt your services to what is actually needed in that particular area; you must tailor-make your services to suit</td>
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the needs; I wouldn’t say it’s actually happening because the problem now, there is lot of duplication in our services; there’s lot of competition; people or entities are just competing instead of complementing each other. Because you’ve got to chase a target you must be seen doing something; regardless of competition there is no coordination of services whatsoever; Even the government departments or government entities, it’s the same thing; they just compete. There is no pulling of resources together to see if I’m in ECRDA then you are DRDAR and then you are ECDC let’s package our resources together so that in a particular area we don’t compete; we complement each other so that we do meaningful contribution to improve on rural development. There’s that tug of war; I must be seen quite effective unlike you; it doesn’t assist the communities; our resources are wasted because we doing same thing from different entities;

### Data Analysis on Question One

Social innovation has been described in relatively the same way by the members. One described it as the concept that seeks to address the social ills of the past. The summation
brought about by the participants is that the purpose of social innovation is to transform the society through innovative ideas and application thereof. James says, “So whatever you come up with it is meant to transform the communities. And that’s why I say whether it is to transform social issues, like issues of food security, water and sanitation, housing, climate change, etc.”

Several areas or entities were identified as showing social innovation. It has been attested that in the model C schools, social innovation is visible in that students are exposed to various activities to prove their capabilities. This results in children excelling in various activities such as photography, debate, theatre, etc. The wind turbines that are engulfing the country to generate electricity were also identified as social innovation in order to curb the increasing electricity outages. All areas characterized by windy weather are earmarked as sources of energy. The promotion of cooperatives by government to improve the rural economy is also a good example of social innovation. Jacques said, “You can’t stand on a mountain and say people go back to land but you must produce innovative ways for people to go back to land….Coops – Cooperatives are established so that people in their groups they go back to land……we need to do legal entities to be funded and drive people to land.”

However, while the good picture is painted one participant argues paradoxically, in that the participant indicated that though there are social innovation moves to attest to, they are also thwarted by the competition between government departments and parastatals. Consequently, this competition results in waste of limited resources as both entities would do the same thing in the same community. The participant then calls for complementing each other instead of competing with one another, especially those with service delivery vehicles.

The members attempted to bring about the elements of social innovation. The elements identified are creativity, networking with people, results oriented or driven, flexibility and interest to achieve goals and focus on final product.

The second question: How would you describe social innovation in particular, at ECRDA?
<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to described social innovation at ECRDA</th>
<th>Themes deduced from these key phrases</th>
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<tbody>
<tr>
<td>Tembi</td>
<td>I would say yes and no. There is pockets. For instance if you look at Finance; but Finance is very rigid; they fall short of innovation; it's not innovation – it's very top down; we like kids; there's none; I don’t what osmosis. We must just know what to do – meaning the processes that as an ASGISA person knows for doing something is different from the one of ECRFC including ARDA. We must just kind of know those kind of …. There’s an expectation that we must know things; it must just happen natural of which it doesn't; There must be a programme that says beyond the org structure placement or people; there must be a BPR (business process re-engineering); you are given an opportunity for this organization to define what it is besides/beyond the mandate of it has; How do we want to do things here? What is our culture? How do we want to treat each other? There is core values but I don’t know who decided on those core values; they are only in some documents that go to</td>
<td>Pockets of innovation; conducive working environment; core values; culture;</td>
</tr>
<tr>
<td>James</td>
<td>The initiatives that have been made in transforming the way we do things at ECRDA. But I don’t know if you would term social innovation; the issues of support each other, guiding, skilling; I think a lot of work that ECRDA is doing, yes, it has lot of components of social innovation there in the field that is meant to help the community. So if the question is to say how would you describe social innovation at ECRDA, it would be pointing outwards, whereby we seem to be the sponsor of that social innovation based on the projects we implement; when you work as a team you need to make sure that the team understands the mission and vision of the entity; and therefore everybody becomes social innovator in his or her own right; social innovation is like a modern solution to transform a society or community; it is aiming at creating sustainability, making the way of doing things effective and efficient. At the end of the day benefiting the community; when you look at social innovation at ECRDA it accrues more like I said to the people</td>
<td>Transformation; components of social innovation;</td>
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<tr>
<td>Name</td>
<td>Statement</td>
<td>Notes</td>
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<tr>
<td>Janice</td>
<td>But I see SI in the world that I live in but not necessarily in the dimensions of the directions of ECRDA. I don’t know…</td>
<td>No social innovation;</td>
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<tr>
<td>Vanessa</td>
<td>Social Innovation is allowed only within individual teams. There does not seem to be space for a person to move across one business unit to others to assist with fresh ideas; I think is based on culture that if a person is junior should remain junior. I think it prejudices the organization; if it allows people to grow, then people would be free; There is always this rigidness about how things are done and then it seems it’s foreign if things are done in another way.</td>
<td>Culture; interaction; no change in modus operandi;</td>
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<tr>
<td>Quinton</td>
<td>The whole setup of ECRDA should embrace the element of social innovation; even if you look at the values of the organization innovation is also part of it; you will not develop rural areas if you are not creative or if you don’t have</td>
<td>Values of ECRDA; Red Hubs;</td>
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creative minds; One of the classic examples is the idea of coming up with RED Hubs; everything is done in a central place that is adding value to what you produce; it is about innovation. previously you’ll grow maize; put in bags; sell to Bloemfontein; the farmer processed into mealie meal; there is that kind of thinking in ECRDA of adding value to whatever primary production process that is being done; it shows that there are elements of social innovation within the organization. I think it does exist such that it needs to be improved; ideas are there but there is lack of team leadership; There is no coherence in terms of how we do things; We need to sharpen even the social facilitation side so that these things are realized.

<table>
<thead>
<tr>
<th>Jacques</th>
<th>ECRDA is part of social innovation because the government plays a role of being an enabler. ECRDA must have programmes that embrace social innovation; ECRDA must be able to say in this village these people believe in livestock; Does the leadership of ECRDA understands that mandate in terms of social</th>
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<td></td>
<td>Government as enabler; no understanding of social innovation; bonus performance;</td>
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<td>Name</td>
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<tr>
<td>Sipho</td>
<td>Innovation? – no it doesn’t; everyone is grappling with the situation; No one is sure; there is no tone; there is no team leadership; if every Monday morning for instance we would gather there in one of the biggest boardrooms; have a lecture in what we supposed to be doing; what are the programs we have; and this is what we want to achieve;) lets go and work all of us; It’s a sad day for South Africa; it’s very sad for our country that we ever, ever, ever consider bonus performance for our practitioners; it entrenches that individualism; It’s like saying Napoleon won and forgot about the soldiers that fought alongside with him; its Hitler in Germany; why is this performance management system; I hate performance bonus; subordinates may say will see where he/she will still get that bonus or award;</td>
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<td></td>
<td>I wouldn’t say it does exist; what I have noticed is just the repetition of what happened in the past. The issue of RED Hubs had been tried in the past; no one cared to say there is this product that was done by the previous entities or whatever; Let’s first go and do the study of</td>
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<td></td>
<td>No social innovation; Red Hubs old concept; research and development; integrated approach;</td>
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those reports or initiatives; These are the mistakes that were made; let's go and focus on these negatives so that we can improve; I might do it better – without studying why it collapsed; I won't say we are good innovators; we are repeating the same programs time and again hoping to get different results; For instance it doesn't make sense people on the same grade getting different salaries; that kills the morale; team leadership cannot be there; just working because you are employed; there's no drive; How do you say pull all your efforts; be productive; you must try and do integrated approach; that does not happen; there is no synergy; we are working in silos; Just because you are in a position of authority doesn’t make you a leader.

Data Analysis on Question Two

In response to this question the participants had at some stages focused on particular areas or divisions (departments) of ECRDA. It transpired that one of the values of ECRDA is innovation. Therefore, by design ECRDA is an innovative organization. However, there is no entrenching of these values such that they can resonate with the employees at large i.e. from Executive to the least employee.
There emerged also an element of tyranny based on the existing culture which manifests itself in that a junior official must remain junior. This is seen as a prejudice to the organizational culture leading to social innovation.

The members further described ECRDA as not giving space for synergies between departments. People are just grappling with the situation concentrating on their targets only. There is no set tone or team leadership to lay the conducive environment for social innovation. One member was even vehemently opposed to bonus performance, for the practitioners, finding it as an instrument perpetuating individualism and instability to the organization and social innovation. This following extract from Jacques augments that, “You know! You know! It’s a sad day for South Africa, it’s very sad for our country that we ever, ever, ever consider bonus performance for our practitioners because it entrenches that individualism. It’s like saying Napoleon won and forgot about the soldiers that fought alongside with him.”

One member pointed out the intricacies of the merger ECRDA had its feet wet from. Since ECRDA is a product of the integration process from three entities which are ECRFC, ASGISA and ARDA. The entity did not bother about building the culture of ECRDA resulting in employees from the erstwhile entities operating in their old different cultures within ECRDA. The absence of diffusion of ECRDA culture into the employees resulted in no osmosis. There was no business process re-engineering (BPR), a programme that set the tone beyond placement of staff onto the organogram. The BPR would define the organization what it is, how things are done beyond its mandate. Tembi summed it all by saying, “There’s an expectation that we must…it must just happen natural of which it doesn’t. There must be a programme that says beyond the org structure placement or people, there must be a BPR – business process re-engineering….”

Though the values and programmes ensued by the organization talk to innovation and in particular to social innovation as they focus to the improvement of livelihood of rural communities, most of the participants did not see ECRDA creating the conducive environment towards it. The strongholds were seen to be the lack of team leadership, culture and coherence in doing things.
The third question: Please give a specific example of social innovation (or what you believe exists instead), as demonstrated instead at ECRDA.

Response

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used on specific example of social innovation at ECRDA</th>
<th>Themes deduced from these key phrases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tembi</td>
<td>Authoritarian; Top down; structured; no place for innovation; Authoritarian in that you not given the space to be innovative on what you can achieve; everything goes to CEO; no trust that anyone can do better; no one let me remain in that level of strategic line thinker; it should have been easy to walk the talk according to what we did there; There’s no time to think; I think that energy subtle. I think it’s good that you raising it; I know it was appreciated;</td>
<td>No conducive environment for innovation; no trust;</td>
</tr>
<tr>
<td>James</td>
<td>The work we are doing in the RED Hubs is trying to develop entrepreneurship or social enterprise; we are combining various elements: the private, government and also the society itself coming together; we are trying to resolve a social problem of security, wealth creation and also issues of job creation; These are best examples I can give in terms of the work we are doing; We want to create wealth for the</td>
<td>Public Private Partnerships; social problem; job creation;</td>
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community; We want to make people to be entrepreneurs; we want social enterprise that belongs to cooperatives and where people can participate; the main drivers of social innovation is about the flow of information. The beauty is also about the flow of ECRDA; creating relations and partnerships; When you’ve got Social Innovation you need the knowledge that would pass from one source to the other; that knowledge does not come from one source but from diverse views of people – not from ECRDA but also from people who are recipients; SI is based on experience; it is based on practical understanding.

<table>
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<tr>
<th>Janice</th>
<th>But I see SI in the world I live in but not necessarily in the dimensions of the directions of ECRDA. I don’t know…</th>
<th>No social innovation in ECRDA;</th>
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<tbody>
<tr>
<td>Vanessa</td>
<td>Specific example – SI in ECRDA, the nature is in what people have tried to formulate by collecting their own money and make themselves happy. They are not relying to the organization.</td>
<td>Social club</td>
</tr>
<tr>
<td>Quinton</td>
<td>The coming up of an idea of introducing the RED Hubs in communities with the view of Red Hubs; thought of converting waste to energy;</td>
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adding value to the production or manufacturing – in a way increasing the rural economy to that particular village; So to me it’s a classic example; In the case of forestry we are in a process of establishing a value addition facility for timber in Mthatha whereby all these 38 bushmen who are cutting timber from the forest would transport their timber and then it will be processed there because there are chemicals to strengthen it so that they sell it at a higher value into bigger markets; So to me that is innovative and this is what we are doing; the issue of energy; the fact that there are also thoughts of taking waste and putting them into digesters to make gas to create energy; this is also happening there in the rural areas; Our existence as ECRDA we should have social innovation; if we don’t have we can’t justify our existence; the reason why DRDAR created the Agency, it wants things quicker and faster – not to slower; It has potential; it’s not supposed to be under DRDAR because its mandate is broad; it is in the level of OTP (Office of the Premier); OTP could be at a policy level; Agency at an operational level; I
see it as the last standing Agency when all other agencies are closed because of its mandate; Eastern Cape is the poorest province but rich in natural resources; ECRDA can optimal use those natural resources.

| Jacques | I don’t think ECRDA understands social innovation nor it knows social innovation; Yes, if you look at RED hubs there is an element of social innovation; But go down and check how is this done; that programme failed; She is gonna fail anyway; aren’t they preparing RED hubs for failure; That’s ECRDA and its individualistic leadership approach – not team leadership; | Red Hubs; |

| Sipho | I think the most appropriate example is the RED Hubs where we say whoever decided to say let’s follow the programme was having that idea to say, though this programme happened to be done in the past we think we are going to do I better; But when you analyse the approach that is being used no one cares to say, you go and dig and dig; think out of the box how; how did it fail; you start from there; | Example is Red Hubs; |
Data Analysis on Question Three

In response to this question the participants were critical and clinical. The outcome was that internally i.e. departmentally, there was no space for social innovation. This was construed to the element of mistrust and authoritarian. Authoritarian in that line of command was seen to be top down approach that did not give space to be innovative so that people could do what they do best. This extract from Vanessa can assist to elucidate this. “….fortunately, we from the team building and it came out that If you not gonna do what I tell you to do then ship out.”

Mistrust came into play when a story was narrated about how other assigned leaders in other organizations are giving space to their executives to make decisions. However, at ECRDA everything to be implemented awaited CEO.

However, looking outwardly, there emerged a common view that the concept of RED Hubs is the classic example of social innovation, albeit that the model is old and the implementation process also. The main objective of the RED Hubs is to establish the rural enterprise. It was indicated that these programmes are good as they immensely contribute to the rural economy. For instance due to the fact that it was found impractical to compromise food security for bio-fuel there is a thought of using waste and put it into digesters to produce gas and energy. The participants, without digressing, indicated that there is a history of failure in these programmes, caused by not doing a study and understand the causes of failure in the past and what measures should be in place to circumvent that. It also transpired that lack of coordination within the business units can lead to the collapse of the good work as everybody appear protecting his/her own territory. But by and large, all participants planted a seed that germinated, ECRDA by design and establishment should be leading in social innovation.

5.5.3 Presentation of Data on Short-termism

The first question was: How would you describe short-termism, in general?
Response:

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<tr>
<th>Participant</th>
<th>Key phrases used to describe short-termism</th>
<th>Themes deduced from these key phrases</th>
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<tbody>
<tr>
<td>Tembi</td>
<td>Short-termism always talks to an appointment or placement; But it doesn’t talk to purpose and intent; even if one were to be in a short term – let’s say one is placed for five years to do something; if your purpose is clearly defined, wherever it may be that still should be realized; In this day and age in organizations whether political or public, anywhere I think it always helps one never to be comfortable; But short-termism because it comes with the contract that’s where the negative part comes in; If someone were to say we want to employ you; Stay as long as you want; Anytime you want to leave you just give us notice and will do the same, whatever position or level of position; Or you think you’ve achieved your purpose you can leave; Then I would buy that idea better; it’s too straight line; It doesn’t allow for the dynamism of that person appreciating the organization; its values; finding it and taking it to the next level; it’s useless to say I must stay for five years; if I’m done in three years I should leave; in every organization</td>
<td>Employment regime; Purpose; Comfort zone; Time constraint; Limited contribution (does not allow dynamism); Areas of Short-termism; Deprivation of organizational growth;</td>
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</table>
there's a time for everyone; some of the organization have to undergo certain type of transition; they need a certain type leader; those never stay too long because all they could act is to be radical and just move on; Once you keep them because they are good they would fail; Short-termism is where it would fall short in recognizing that dynamism about a person’s purpose and ability and also about the age and time of the organization and its own challenges;

James

Short-termism refers to the nature in which people get appointed and how long their tenure of stay in a particular institution; It is a situation where in government or public sector in general ability for the entity to achieve its mandate comes from the strength of the teams that you put together to achieve the objectives of the organization; there is no consistency; there is no long-term tenure for critical people to make decisions and at the same time implement them; But in the whole world there is short-termism; people who craft strategies and objectives leave them; they are implemented by other people who don’t sometimes understand what

| Employment tenure; | Time constraint; | Decision making compromised; | Lack of implementation of organizational strategy; | Lack of service delivery; | leadership erosion; | Job hopping; | sustainability of the projects; | elements of short-termism. |
were the objectives that resulted in crafting the strategy; this results in lack of service delivery; lack of clarity in designing projects because of short-termism; the capacity in terms of the leadership eroded; people moving from one place to another hopping for jobs; the issue has an impact in the sustainability of the project in the communities; when you look at the elements you see (1) the delays in implementation of the projects (2) quality is compromised; (3) projects become very expensive;

Janice

Short-termism is the tendency of companies and executives to place more emphasis on short-term results relative to long-term consequences when making decisions; this is mainly due to limited duration contracts; poorly designed/misaligned executive incentives and/or pressure to show good financial results to shareholders instantly; Short-termism is evident in all companies and government for example:

Making short term, quick profit decisions without a long term view in terms of sustainability/research and development etc. This is to yield

Short-term results; duration of employment contracts; Poorly Designed Executive incentives; Pressure for good returns; Short term vs Long term vision; economic development; Political Based Decisions.
increasing share prices or increasing bonuses
In government, short term projects and programmes are implemented based on current budgets and pressure to spend without looking at the long term requirements of the country in terms of infrastructure or economic development; Decisions are thus short term and often aligned to political emphasis areas without considering the long-term and/or holistic requirements

| Vanessa | Short-termism refers to employment that is offered to an incumbent being in the form of a fixed term contract; this is against the backdrop that other contracts would normally be permanent contracts; anything that is not permanent is categorized as short-termism; that would excluding other types of contracts like learnership or internship; So short-termism is specific to duration contracts; In all organizations there is no way one can be employed without knowing the terms of employment; | Duration of employment contract; |

| Quinton | Short-termism when it comes to employment is referring to achieving particular objectives; it is an approach or method of | Alignment of employment to objectives; Comfort zone; Advantages and Disadvantages; Result orientation; change; unfair |
employment which forces an individual or employee to be on their toes in terms of achieving things in a short-term; It has disadvantages and advantages; The advantage is that if you are a bad manager you don't have to be in that organization for a longer time; the organization will not renew your contract; If it is three years once you complete the three years it can be terminated; The disadvantage is that its short sightedness is that the person doesn't carry the knowledge of a bigger vision; focus on achieving these short-term goals; does not worry much about the vision of the organization; It is worse when the leadership is on a short-term; the leader will focus on short-term objectives; not carrying about what will happen in the future about the organization; The focus is if I have to achieve what I have been appointed for in the organization let me achieve it; One of the elements is about the turnaround strategies; source highly skilled people who have to work; So in a short-term you need to get somebody who has got the skills that are required immediately. In a short-termism you want results; there is no time competition, Absence of learning curve;
for mistakes, no time for trial and error; pay high salary; Change is inevitable; change is good; you get fresh minds with fresh ideas; But change should not be seen as something that will drastically change the way things are; It should improve what is already existing; the challenge with the current leadership is that people are competing with each other; One would want to compete with the previous person or to do something different to the previous person; In the current leadership nobody learns from the previous leader; there is no continuity; Do not change for the sake of change; change for the sake of improving;

Jacques

I need to describe this short-termism as one of the policies of our current regime; it is a way of undermining experience; undermining development as we are a developmental state; when you want to undermine the efforts of any leader employ him and his support team in a short-term contract; that leader will never achieve; under the current form of employment where top leaders are employed for few days nothing they have ever achieved over the 20 years. We

| Government Policies; Duration of Employment; Victimization of Community development; Collapse of Municipalities; Twenty two years of Freedom; |
are a government that is top in crafting policies but in terms of implementing we are non-starters; Short-termism is a contributory factor to us; when this manager or director or CEO is beginning to find itself in terms of what is needed another is waiting at the gate to say it is my turn. When the MEC or Minister gets appointed over a period of five years, when is finding his feet, five years is gone and the minister is gone and the other one takes over; We crafting policy after policy. This leader will come and introduce new policies. This employee who would head this department comes; He/she is shown these policies; he is not familiar with these policies; They are new and five years is gone; he has done nothing and development becomes a victim and the very same person leaves without any experience because he has done nothing except to read the policies; We are twenty years or 22 years in the new dispensation; very little is done to turn the tide; You go to our communities you find them still in a position where they were when we took over power; Very little is done in terms of development; You can talk of
introduction of electricity; water supply; all these things that the government has done; there is no local economic development ever to be seen simply because of this short-termism. You employ municipal managers over a period of five years in local government; because of the changing of policies time and again he is unable to perform until the five years is gone, the new municipal manager who has never been a municipal manager and in fact the municipalities are a new phenomenon all together comes in with the lack of experience; local government demands a high level of regulated skills level; if you are to perform you must understand all those regulations that are infringing the very development itself; Your Municipal Finance Act, your Systems Act, all these Acts that are beginning to regulate your performance at that level; municipal manager has never been to a school where these pieces of legislation are workshopped; where is this time because we need the people who are ready to hit the ground running; We are now 20 years in democracy; municipalities are collapsing. They all cannot account on
finances in the whole of South Africa simply because of short-termism. There is no experience that is being built; there are no people who are experienced in doing this; By the time a person understands what is contained in those regulations five (5) years is gone and we shut him out because he has not delivered. That’s how it undermines our freedom; if the government would love to perform and love to be a developmental state it has to revisit this short-termism.

| Sipho | Executives are given short-term contracts. There may be many reasons for that; my understanding is that once you give somebody a contract position with a longer term he turns to relax; But once you say to the person I’ll give you three years renewable, it means you will keep that person on his toes; he will put as much effort as possible in a position; the person will turn to be quite innovative within that short space of time; it can never be enticing unless to somebody who is desperate or who is currently unemployed; a person might not be able to do much in that particular position because of the short period; It does happen with government | Duration of employment; Reasons for short-termism; |
Innovation, Leadership & Organizational Behaviour

sector especially when it comes to CEOs. Traditionally, it used to be 10 year contract but now it is reduced to five years or three years; People are not given a relative longer period of occupation; Its either 3 years or 5years; the cause of this concept is globalization or the world standards; Companies now are moving away from the traditional way of doing things; no person would be CEO for the next 20 years whereas the company is stagnating – there is no growth;

Data Analysis on Question One

More often than not, members described short-termism as the limited duration for the appointment of executives and CEOs which is based on fixed term contract. It is a common view that albeit there is need for job security but best practice is that executives are expected not to rest on their laurels. It is argued that this is based on the fact that they are paid high salaries and as such quick returns are expected to flow into the organization. The short-term appointment of executives results in focusing on short-term objectives at the expense of the long term goals that would grow and sustain the organization. One participant argues that short-termism is influenced by poorly or misaligned executive incentives and the pressure to deliver positive financial results by the shareholders.

The members also made reference to government departments and parastatals. They unanimously concurred with one another that globalization and private practices had influenced the operations of government. This is based on the fact that short-termism of appointment of assigned leaders is practiced. They argue that appointments are based on political emphasis than on community and economic development. Ministers, MECs, Mayors, Municipal Managers, CEOs and Executives are appointed on fixed term contract
and this has a negative impact in community development. A times a team that crafts the strategy leaves without implementing because the term has come to an end. The other team that takes over might lack the skill and understanding resulting in the strategy not achieving what its intent. There is no continuity and the experience is not recognized. The participants argued that this short-termism has unintended consequences in that community development is compromised as it is a touch and go. There is eminent collapse of municipalities as almost all are unable to account for finances. There is also leadership erosion and job hopping as in the last two years of the contract one has to start looking for a job. People have developed a tendency of focusing on amassing wealth through pilfering because they do not know what would happen in the future.

However, the sponsored advantage of short-termism is that when a leader or executive fails to perform in the five or three year period, that is good riddance. The disadvantage is that when keeping the person on his/her toes on short-term objectives the company loses sustainability on long term objectives and strategy that would be gained from the person if the employment conditions were not stringent.

The second question was: How would you describe short-termism in particular, at ECRDA?

Response:

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to describe short-termism at ECRDA</th>
<th>Themes deduced from these key phrases</th>
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<tbody>
<tr>
<td>Tembi</td>
<td>In a public entity in the Eastern Cape executives are all permanent; in ECRDA some executives are not permanent; there are fixed term contracts; you come in knowing when it is your leave; in year three you start looking around; they know you exiting and will make sure you don’t achieve until you are in year five; you need to prove yourself</td>
<td>Mixture of executive employment (permanent and fixed term contract); Pressure on performance; job hopping; focus on packages; transactional leadership;</td>
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and they make sure you don’t prove yourself; That’s the one way you can look at it; The other one is to rob the organization the depth of knowledge that the people come in with; On both sides the person loses but the organization loses as well; leads to job hopping, lack of commitment to the executives or anyone that is on a short-term contract. It becomes a very capitalist; each person wants to maximize the return; if there is no next but at least my package is as I would want it; it becomes very transactional and cold; it becomes even surgery or unpalatable when there is dual system in place of both that are permanent and those that are on short-term but within the same level or same stratum; some are called fixed some are called permanent and yet the expectation to deliver is the same; The only difference is the comfort; it is something that is not insurmountable;

<p>| James | We haven’t experienced short-termism per se; majority of the staff that are working here are coming from the institutions that merge to form ECRDA; at ECRDA we are not affected by short-termism; our strategies are five years strategic plans; we can |
|-------|--------------------------------------------------------------------------------------------------|---|
|       | No short-termism; project implementation;                                                        |   |</p>
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<tr>
<th>Janice</th>
<th>Short termism can be linked to the limited duration of executive contracts; budget allocations; From a contractual point of view, the risk exists that during the last 2 years of a 5 year contract, the executive disengages as he/she is already out in the market looking for another job; budget allocations to projects are focused on the MTEF (3 years); is linked to the pressure to spend; a long-term, gradual development view would be more beneficial; ECRDA's employees are evaluated on performance linked to indicators; the positive is expected to be:</th>
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<td>Executive employment; job hopping; community development;</td>
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improved performance and goal-oriented staff; but the increased risk of short-termism cannot be ignored

Vanessa

At ECRDA in particular you are interviewing a person who is a subject of short-termism; an organization is never composed of permanent positions only; It is a mixture of both fixed term contracts and permanent contracts; It is a hybrid of every organization; Normally, the entire positions are based on performance management; Usually in other organizations senior management and executives are often on fixed term contract; This is in order for the organization to decide if it wishes to continue with the employment of the individual based on the performance; or to release an individual because of poor performance; Thus a contract will come to an end or renewed; lower positions are normally permanent; the organization wants to enhance stability. Ideally, job security is also required by the executives; the organization weighs what benefits it is getting from positions with huge salaries; it is a rational decision that if there are highly paid people that must

Employment mix of executives; performance management; job security;
be weighed against the performance; But at ECRDA there are two types of executives; Those that are permanent and those that are on contract; The permanent ones are those of old regime; This is a remnant of that; if you get permanent people on high positions they turn to relax; By virtue of being in executive position one is compelled to understand that he/she has to be strategic; The support is essential with collaborative leadership.

| Quinton | the short-termism within ECRDA; in general when you are on short-term you turn to compromise so that you can save your job when three years or five years come; You try to make your bosses happy irrespective of the organization thrives or not; you always look around your job; sacrifices the overall vision of the organization; slowly but surely we are drifting away from the vision of the organization; there is no one with the long term vision; all of them have short-term contracts; What do I achieve in the next three years; a lot of emphasis is on the APP, not on the strategy of the organization; they even compromise their integrity; they compromise standards; long-term vision; Annual Performance Plan (APP) vs Strategy; pillars of the organization; |
are leaving out the core people to be part of them to give the strategic direction; In this organization there are five pillars which are forestry, livestock, agro-processing, renewable energy and rural finance; none of the heads of these pillars is brought into the strategic session of the organization; there is no much focus on the strategy of the organization there is more on operation; operations is short-term; we can’t live on short-term; We need to live on bigger picture.

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<tr>
<th>Jacques</th>
<th>Once you talk about home, go back to 2007; the time of Prof Sandi at ECRFC; short-termism what happened; Prof Sandi was both an administrator and a politician and a seasoned cadre of development; he was mandated by Mr Gugile Nkwinti to refocus ECRFC; he managed to take ECRFC to a stage where at least the workers were happy in a space of two years; made the workers ready to face the refocusing that was coming; introduced a section called Vulithuba; central to Vulithuba was a saying that says “follow the rand”; Uvimba as a finance institution gives this person money to start the business; uVulithuba must follow that person; Short-termism killed that</th>
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<tr>
<td>Employment of Executives; community development; loss of vision;</td>
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on the spot; We no longer have Vulithuba because Gugile Nkwinti had to leave; We no longer have Vulithuba because Prof Sandi had to leave; The new leadership came and the new entity called ECRDA introduced by Mr Sogoni. His view was simple to say this animal must be a delivery arm for the government; He knew that government has long processes that take five years before anyone else reaches destination; by that time all of them are gone. He wanted to shorten the long processes of government; Here we are today, the replica of government, a replica of government policies; It has nothing to do with being a service delivery arm; we no longer sure what exactly we are doing; The last time I checked we were an institution that was jealously guarding the needs of the unbankable; the needs of rural people; the needs of those localities that never were exposed in anything; those that are rejected by all financial institutions; But today we saying those who have nothing to offer, this institution has no eye for them; The leader that was here adhered to the call that let those unbankable be assisted by us;
The current leader is saying we no longer have to do with the unbankable because they are unbankable; We want people who are involved in projects; those people who are doing business; We no longer going to scout for those who have good ideas and nurture those ideas to projects; So short-termism has played a crucial role in changing the very mandate to what is it today; no one in this institution really knows where we are going, who is our clientele, whom are we supposed to assist and why;

| Sipho | This issue of short-termism in particular with ECRDA applies only to the position of the CEO; the contract that was given to the former CEO of ECRFC was a ten year contract. But in ECRDA I doubt if it is even 5 years but I think its lesser than that, may be three years; The reason is to ensure that a person must deliver on these key things within a specific period of time and if the person fails he must be released immediately the contract expires. But if a person is delivering on the key attributes its easy for the principal to say we are willing to extend because you meet all the targets we gave you; it gives somebody to be innovative and try and ensure that things are |

| Employment of CEO; performance management; |
Data Analysis on Question Two

The participants describe ECRDA as an entity that is transactional due to its employment regime. It is characterized by dualism based on the fact that other executives are on fixed term contracts while others are permanent. In essence there is short-termism as those who are on short-term contract find themselves under pressure as compared to those on permanent appointment. The participants argued that this has a psychological effect as it brings fretfulness. In fact one member indicated that short-termism results in people being unethical in quest of saving their jobs. However, one participant indicated that there is no short-termism of employment of assigned leaders or executives.

One member articulated profoundly that short-termism in ECRDA brought about the loss of vision. This is based on the premise that the mandate got changed overnight with regards to the specific stratum of the community aimed to be assisted. The organization is viewed as tilting towards negating its responsibility to be innovative and convert the unbankable to bankable, from economic exclusion to economic inclusivity.

It was also argued profoundly that while there is budget constraint based on MTEF (medium term expenditure framework), there is also a pressure to spend. The funds are almost spent at times haphazardly in that the politicians might say we want development to go to that community and one has to leave the one that was about to take off. All the work started goes down to waste as other community is left in limbo.

The third or last question: Please give me one specific example of short-termism (or what you believe exists instead), as demonstrated at ECRDA.

Response:

<table>
<thead>
<tr>
<th>Participant</th>
<th>Key phrases used to specific example of short-termism</th>
<th>Themes deduced from these key phrases</th>
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moving as per mandate of the principals;
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<tr>
<th>Name</th>
<th>Text</th>
<th>Other Comments</th>
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<tbody>
<tr>
<td>Tembi</td>
<td>It exists because there is that dualism; if I look back we used a Patterson scale but GM was an E band. But in E there is E up and E lower. We had a sense that others were E uppers and E lowers not necessarily by short-termism or permanent stature; but by roles that they take on or the boldness they act that gave them that authority; We would just joke: he/she thinks is E up yet is E lower; taking it to this environment; you find that though we are called executives, there is upper executives and lower executives; And so mentally it does something as well - and it’s not good, especially for the organization that is developmental in nature; This organization is young; should be dynamic; should be able to change and agile; There is nothing hanging over the other executives’ head, yet the others performance is guarded; Will never have executives in this shape and form; In Parks Board there’s only one fixed term executive and all others are permanent;</td>
<td>Dualism of employment; psychological effect;</td>
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<tr>
<td>James</td>
<td>projects for implementation; you form clusters of communities; somehow makes it very easy for ECRDA to practice short-</td>
<td>Community development; Budget constraint;</td>
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termism because there are many community needs that are being advanced or being requested; ECRDA is compelled to start responding to various challenges around specific communities; So you are compelled to start responding to this community this financial year; next financial year you have to start a new community; Even if you have a plan to stay longer it is not possible; another aspect I can mention is an issue that the funding that comes from fiscal – the national treasury or provincial treasury; it contributes to short-termism because those strategies are based on the funding; if the funding is terminated or cut-off, then it means your stay in that community has come to an end; I think in general for me it works negatively whether you look at it in terms of team work force; It’s a touch and go, touch and go, touch and go;

<table>
<thead>
<tr>
<th>Janice</th>
<th>See above (refer to short-termism in ECRDA)</th>
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<tbody>
<tr>
<td>Vanessa</td>
<td>It’s what I have already outlined about the executives; This is based on the fact that often than not, people at the executive level are employed to deliver at the specific targets.</td>
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<tr>
<td>Quinton</td>
<td>CEO is on short-term period and executives are on short-term period; By design they are focusing on short-term objectives; You can push for profits in the short-term but that has negative repercussions in future; if you are not combining the two accordingly you might win in the short-term but lose in the long term; You can grow your mealies and harvest; grow your tomatoes and harvest; three years down the line the land loses its contents; you don’t have anything to plant in that land; you have used it unsustainable over that period;</td>
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<tr>
<td>Jacques</td>
<td>You have in this institution a CEO that is employed over a period of three (3) years; the age of this institution now is three years; you have executives that have been employed for five years. You have a full time middle management; you have the middle management that doesn’t know what is happening here at the executive level; these middle managers have to manage people; they are not part of decision making so as to cascade so that there is this team; this synergy because everyone else has to understand; You have your</td>
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executive leadership and the CEO who are privy to all the information; the CEO and executives are not privy to what is happening in the projects; It is only that executive entrusted with that task that understands; you have that kind of leadership which is not very palatable to swallow; if you talk of team leadership in that situation you talk of foreign language; I’m saying because it doesn’t exist. We are working in silos; it starts from the head. If the head is not a team leader material then it affects the whole stream. That is the problem we facing in the institution; the head is comfortable when he is working in silos with managers individually so; You have your executive managers who do not know what is happening in the institution; We are lacking! Employing people on short-termism is creating thieves; these people are here for five years and they have to amass wealth in five years; you are robbing development, experience – actually you kicking all that out of the window; This one is here for three years, therefore must amass wealth within three years because he doesn’t know what
will happen after three years; He may find himself sitting next to his kraal; There is no focus in the subject matter; the focus is somewhere else – when three years lapses where am I going; So one dedicates his time trying to find the alternative instead of focusing on what should be done to nurture the institution going forward; to nurture the leadership going forward; So you robbing focus; dedication; responsibility; Now the government is making Laws to bring about responsibility so that this person fears Laws; He/she is not responsible; he only fears the Law; His conscience is gone; if you let those without conscience do it surely you are preparing for a disaster going forward in terms of team leadership;

| Sipho | CEO and other executives are on fixed term contract. | Duration of CEO and executives; |

**Data Analysis on Question Three**

To a greater extent the members brought almost the same examples of short-termism in ECRDA. They indicated that the appointment of executives is based on short-termism albeit there are those permanent. The CEO has a three year fixed term contract while the other executives have five year fixed term contract. One participant equates the lifecycle of the organization to the fixed term of the CEO. Probably this is precipitated by the fact that each CEO comes and change the strategy and mandate or vision in action even if it
does not alter a fold in books. The members indicated that because of short-termism by design the focus is on short-term objectives, focusing more on Annual Performance Plan than on strategy, which deprives the organization of benefits it would reap on long-term objectives if short-termism was not an issue.

It was also indicated that some of the Laws made by government are as a result of short-termism. Government makes Laws that enforce people to comply and be responsible. The assigned leaders are not responsible and ethical as they are supposed to be but they do it all in fear of the consequences of the Law infringement.

The general question was, having considered both team leadership and social innovation, as concepts, what specific story would you tell, based on your experiences in ECRDA, where you would be able to demonstrate that team leadership and social innovation, are related and that they produce productive behavior in the organization? Or Do you have an alternative story to tell from the way in which I have constructed the relationships above?

Response:

<table>
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<tr>
<th>Participant</th>
<th>Key phrases used to describe relationship between team leadership and social innovation</th>
<th>Themes deduced from these key phrases</th>
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<tbody>
<tr>
<td>Tembi</td>
<td>Oh! That's a nice term but not here at ECRDA; Instances - not in 18 months; maybe in a long run it will come; I don’t want to talk about me and myself; It’s not about being better than others or even consistent in behavior; So none because the environment is not conducive; the leader is not inspirational; There is no vibe; I understand that people are wired differently; but for a young organization as this one that is still growing maybe we need a little developer that is dynamic; │ Absence of both team leadership and social innovation; Loss of hope; Bad environment; No inspirational leadership; lack of dynamism;</td>
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<tr>
<td><strong>James</strong></td>
<td>Yeah! We need to match leadership to – it’s not there.</td>
<td>Coexistence of team leadership and social innovation; Team leadership leads to social innovation; Collectivism;</td>
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<td>I think to begin with, Social Innovation and team leadership are interrelated in that, you see these are centres; when you marry the two you get the best result; you are likely not to overlook certain things; Team leadership is about Social Innovation; Team Leadership prepares the ground; you’ve got people who are on the ground; who have common vision; and understanding; who knows their roles and responsibilities; and the part they are supposed to play; So if you have crafted your work very well as a team you’ll understand the dynamics of the community on the ground; society will be able to benefit when the team is collective;</td>
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<tr>
<td><strong>Janice</strong></td>
<td>I see Social Innovation in the world that I live in; but not necessarily in the dimensions of the directions of ECRDA; I don’t know</td>
<td>Visibility of Social innovation in the world; Absence of social innovation in ECRDA;</td>
</tr>
<tr>
<td><strong>Vanessa</strong></td>
<td>You see if u have a conscious decision to exercise Team Based Leadership and at the same time look at social innovation; you’ll find that there is no micro management; All that will be monitored is the outcome of the achievement of</td>
<td>Conducive working environment; Open Communication; Enhancement of creativity; Team building; Team leadership as good concept; trait; decision making; totalitarianism;</td>
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the organization; If people are left to deliver on the outcomes then in that way people will be able to make use of that communication that is needed within the team based leadership and creativity; Great creativity which will be communicated; I will tell you of an organization that I worked for; I enjoyed team building; it was one of the best things it had; not that the organization was good; But that it recognized that people need to work together; the HR would rope in everyone to interact; Every year in January it was clear that it makes people interactive; It was so powerful that we started the year in a good note; There, that team based leadership assisted a lot.
I think your concept of Team Leadership, if you take one from the book it would be marvelous if it was practiced; But what you turn to see is the interest of the leaders; I think what comes out is personality; Now if the personality of the leadership comes out it exudes the organization; If a leader is selfish; if is generous; That person caliber is not about togetherness; and that makes people to stay in their corner;
<table>
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<tr>
<th>Quinton</th>
<th>Allow each person to be innovative; and take advice; can change the organization for the better; Fortunately we from the team building; and it came out that If you not gonna do what I tell you to do then ship out; Innovation is an individual matter then brought to the team;</th>
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<td>Team Leadership leads to good organizational behavior – that means it’s related; There is a causal relationship in that to have good organizational behavior you must have team leadership; Social Innovation is an outcome of such a good relationship; But effects of Social Innovation are not necessarily dependent on Team Based Leadership. But all in all the Team Leadership and Social Innovation are very much related; a person at a lower level can come up with innovative ideas. While team leadership is not there; When working as a team there will be conducive environment; you will have a reason to come to work on daily basis; When you go home already willing to come to work because you are like a family; pursuing the same vision; So team leadership is very related to productivity;</td>
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<td>Team leadership; Good organizational behavior; Causal link; Social innovation as an outcome of team leadership; conducive working environment; unity;</td>
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The topic asks relationship between Team Leadership and Social Innovation; I thought question would be how team leadership is related to organizational behavior; then in conclusion, how do good organizational behavior leads into SI? So that it is in line with this causal relation effect.

| Jacques | I say spot on; As I was arguing and argued negative in terms of team leadership in the ECRDA and argued why I say so with the individual leadership that is there and taking it to society; If you had team leadership you would if you have programme like your Red Hubs; Call everybody else who would contribute meaningfully; Create a programme that is clear; Everyone in the room believes I have a role to play and this is my role and take it jealously so; Surely, if u want a Social Innovation or innovated society you would see the cooperatives emerging in a strong way; people by themselves help themselves for themselves going back to land; There would be no thieves for the produce in the rural areas; no one would let the livestock destroy the crop unabatedly; So we can’t do |

Concurred with the topic construction; decision making; collectivism; Social innotion; solitary confinement; reciprocity; definition of innovation (transformation in action); result oriented;
exactly what we supposed to do because ECRDA lacks team leadership. People operate in silos;
So if it had happened the other way round you would have seen a society that owns the coops;
This is our coop whether I’m a member or not; This is a number of so and so you can call it anytime; I’m saying this example because there is one in my own village I’m not a member of that coop; I was part of the establishment of that coop; I was part of taking the coop back to land; They are now moving;
Previous expansive land now is the ploughing field with good yield to sell; As a result of this coop other coops are mushrooming now.
So that’s what I’m saying you spot on in your question; in your flow;
This gives rise to this: build your team; create programmes that are aimed at social innovation; the team will attack the programme. This team is an example of what should be emulated by the community;
You see, the ownership of this programme by the team shall translate to the ownership of the programme by the community you are servicing; Then you’ll see social innovation; There will
be less thieves; less poverty because there’s food produced by the community led by team from ECRDA; But now an individual from ECRDA carries a programme that aims at social innovation; goes to the society and introduce this programme; runs this programme and fails; The person rise above everyone else; and the society sees this thing as belonging to this person; and there is no ownership and the yield gets destroyed in the process; and there is no yield; For me it takes a great leader like Nelson Mandela to address social ills and have impact in the community; It takes a particular stature, a Messiah of the time; Not any person can do it; Seeing that there is no other person like Mandela or Jesus who can bring social innovation as an individual; and it becomes meaningful. Other than that you need people to be able to achieve that. You need these people who are going to elevate you; Once you start ignoring, ignore their needs, ignore everything, speak a language that is not understood; How do you begin to think you will ever transform? Innovation means there must be programmes but
transformation is a concept; Therefore innovation is transformation in action; You can’t speak innovation sitting at home doing nothing; You can’t speak innovation if you sit in quiet office and write a number of notes and say this is innovation; It is not – but it is when you put these notes into action; Then you can start speaking innovation; Even then it is not when you put this in action; But put action and see results;

Sipho

To me Team Leadership talks internal while SI talks to communities; Now how do you link these two? But because we are in a public environment, if say people are pulling in one direction they will be able to deliver services to the clients; For instance currently we’ve got a situation whereby if you are supposed to take loans to people very same people who are our soldiers are demotivated; they are supposed to provide the services to the public; If they are demotivated it means the outcome for instance will be negative; Officers are disgruntled, some are demotivated, some are busy looking for jobs elsewhere. So it means they won’t make any

Team leadership (inward looking); social innovation (outward looking); organizational culture; inequalities; lack of conducive working environment;
meaningful impact towards service delivery; So because of these factors some will say why should I be because I’m grade7 and put much effort? There is someone in Grade10 and is not doing anything; So the environment on its own is not conducive to get maximum output;

Data Analysis on General Question

In this general question some of the participants found prudent to indulge themselves in both rather than taking one of them. What became common in their approach is that at ECRDA Team Based Leadership is internal and Social innovation is external. Though the stories were drawn from different inferences, the members drew the attention to the lack of team work which is precipitated by the lack of team leadership. Often than not, mapping of the HIPPs was done with the result that their causal relationship was not taken into consideration. This impedes the synergies that would be sourced from specialists and other role players through working interactively than coactively. The pointers were that should there been team based leadership it would translate into intermingle of divisions and competitiveness of ECRDA. In turn team leadership would lay foundation for a conducive environment for social innovation.

On the construction of the relationship between team based leadership and social innovation almost all the participants concurred with the researcher’s construction. However, one participant indicated that the expectation was that there would be questions on organizational behavior – questions that examine the causal link between that team based leadership produces good organizational behavior.

The final question was asking as to whether social innovation only happens at team based leadership or ECRDA shows it in other ways. In laying the first course, it transpired that
transformation is the concept that brings about social innovation. Social innovation was therefore defined as transformation in action. Though to a greater extent, members indicated that they see innovation in the world and agreeing that it does happen at team leadership, there was an indication that it does not necessarily happen only at team based leadership. It was clearly articulated by all the members that there is no team based leadership in the dimensions of ECRDA though the programmes indicate the element of social innovation. In essence the members indicated that if there was team leadership there would be visible social innovation initiatives.

5.5.4 Presentation of Data on Document Review

With reference to the document review as presented in a tabular form in section 5.4, the researcher read all the documents (Bowen, 2009) in order to ascertain first, if there were any elements of team leadership or team effort. Second, was to ascertain if there are any elements of social innovation or elements related thereto. Though the researcher on scrutiny of the documents could not find any elements related to team leadership, it was established that by design ECRDA is expected to respond to social needs by bringing back the communities that were initially excluded in the economic stream by the apartheid regime, hence innovation is one of its core values (Five Year Strategic Plan).

5.6 EMPIRICAL FINDINGS: INTERPRETATION

5.6.1 OVERVIEW

ECRDA is a parastatal which is a product of integration of Accelerated Shared Growth Initiative of South Africa (ASGISA-EC) and Agrarian Reform Development Agency (ARDA) into Eastern Cape Rural Finance Corporation (ECRFC). This formation is as a
result of 52nd National Conference of the African National Congress (ANC), wherein resolution number five (5) calls for Rural Development, Land Reform and Agrarian Change.

The empirical study of the case study was about Team-Based Leadership. It was actually to explore and examine whether team-based leadership, as a productive organizational behavior contributes to social innovation. The prefix social in innovation is precipitated by the fact that by design the organization is to address social ills of the past, present and future.

5.6.1 INTERPRETATION OF THE DOCUMENT REVIEW DATA

The content analysis of document review was conducted (Bowen, 2009) in ECRDA in order to ascertain if there was any information that would be value adding to the study. Indeed the content analysis of all the documents the researcher read clearly showed the huge and complex mandate of the organization. It further illuminated that by design ECRDA is an innovative entity established to address the social ills of the past, present and future. Its mandate is embedded on community development wherein it deals with different stakeholders who have changing and differing needs. ECRDA is expected to be an agile and swift service delivery vehicle of which that needs concerted effort of many minds in order to come up with fit for purpose social innovation interventions and/or implementation plans.

However, on scrutiny of the documents (Ibid) ECRDA did not show any sign of elements of team-based leadership. Often than not research has shown that most innovative organizations employ PBO structure. This structure is almost flat and if hierarchical, there is a special room opened for the employees’ contribution to be heard, analyzed and applied, irrespective of the level they occupy (Grant, 2014). The modus operandi is team based in this model. For instance Google Inc. and Vodafone apply this operating model.

But, the researcher could not conclude that based on the document review, the absence of team-based leadership impedes social innovation in ECRDA. Therefore the final
assertion to this finding is drawn having combined the document review findings and empirical findings from the research interviews, of which is presented herewith below.

5.6.2 INTERPRETATION OF THEMED INTERVIEW DATA

In the interview data interpretation the researcher used the descriptive coding (Saldana, 2009 and Cho & Lee, 2014). The researcher thoroughly reviewed the transcripts of the interviews and then coded them accordingly. Following from the codes the researcher went straight to themes in line with Braun and Clarke (2006). Though the locus of the study is team-based leadership, the questions were based on three different concepts to make the whole. These concepts are team leadership, social innovation and short-termism of appointment of leadership. The coding of the data is then depicted herewith below:

**Figure 3: From Code to Theory**

Adapted from Saldana, 2009
5.6.2 INTERPRETATION OF DATA IN LINE WITH THEORY

In the empirical study of the team leadership phenomenon it became explicit that indeed, leadership is a very complex concept (Yulk, 2013, Romenti, 2010, Welsh, III et al, 2012 and Grant, 2013) in that it is not a standalone, but rather coexistent with other constructs, such as communication, wisdom, strategy etc. It also became clear that leadership is not static and one of the key elements of being on top of the game is forming a team, and become a united front.

The participants modelled a general understanding of team leadership and clearly articulated the difference between itself and individual leadership. For more information refer to presentation of findings above. They also displayed an understanding of social innovation. They indicated that in essence ECRDA’s main existence is to bring social innovation to the communities. Thus the RED Hubs to improve the rural economy. This understanding concurs with fact that (Birney, Clarkson, Madden, Porritt & Tuxworth, 2010) public organizations are the integral part of service delivery for sustainable development. This implies that, if the public sector organizations do not take up this leadership challenge, citizens may find themselves cut off from living sustainable lifestyles.

For several decades Public and private sectors had been treated as very different schools (Gill, 2009). But of late they are building bridges and cutting the dividing walls such that concepts predominantly known to be of private sector are now cut across. These concepts are innovation, entrepreneurship, client and employee empowerment. It is upon this fashion ECRDA is busy with RED Hubs to revolutionize the livelihood of the rural community by creating sustainable rural enterprises.

However, on leadership, when honing home participants displayed total absence of team based leadership, albeit the presence of structures that are seen as supposedly enablers, yet functionally are non-existence. They agreed on the presence of individual leadership
characterized by coerciveness and autocracy. The members argue that this leadership style closes the room for social innovation.

A research has been conducted on the link between leadership, innovation and organizational performance (Sethibe & Steyn, 2015). Leadership, innovation and organizational performance are coexistent and the chain is as strong as its weakest link. Since leaders are made (Gentry et al, 2012) it is imperative that assigned leaders develop a culture of learning, because as they develop themselves theoretically, they consequently increase their wisdom (Welsh III, Norbutus & Gomez, 2012). Therefore ECRDA is never late to embark on this path and brag on presence and implementation of team based leadership as a productive organizational behavior.

Raelin (2011) argues that leadership should graduate from leadership as practice (L-A-P) to leaderful practice. This scholar is a proponent of the fact that leaders are made in that his argument is looking at leadership activities rather than concentrating on traits and heroics of individuals. As outlined by the participants L-A-P is a concerted effort to achieve an objective or desired outcome. Graduating from L-A-P to leaderful practice implies that the team is singing in harmony – though people are performing different tasks, but they are so coordinated that no one is left in limbo (ibid). This means collectivism in all angles results in the organization not being devoid of leadership at any point in time.

The members drew a visual illusion which depicts that where there is team leadership, there is conducive working environment which translates into social innovation. Gill (2009) argues that collective leadership and consensus are the backbone for the success of the public sector. He further argues that for the quality to be the principle of the day, employees should be given liberty to explore better ways of solving problems rather than focusing all the energy on targets. Therefore, from the research, indeed team-based leadership is a productive organizational behavior that leads to social innovation.

Jackson (2011) states that short-termism is a situation where investors, managers and Board members appreciate the short-term goal strategies at the expense of long-term
goal strategies simply because they have swift payoffs, albeit compromising the growth of the organization. The members painted a picture that the deprivation of organization growth is brought by the presence of short-termism. The organization cannot exploit the knowledge, experienced and wisdom the assigned leaders are bestowed with reason being their employment is making them to be stereotypes than prototypes. They come with vast experience and knowledge but the condition of their employment makes them to operate in the confines of the short-term strategic goals to deliver on.

In the Geography studies dealing with atmospheric gas, it is said the higher you go the colder it becomes. Corollary, it appears that the more a person acquires knowledge and experience educationally the more the person is less recognized and the more the organization suffer drastically. Short-termism had since made leaders to view themselves as free agents to sell their services than to plant seed that would be enjoyed by the generations to come way down the road. The loyalty once earned by employers from employees (Buchholtz & Carrol, 2012) is long gone and trust eroded. It is clear that social innovation to address this new social contract (short-termism) is needed expeditiously as it does not just affect an elite but the entire world leadership. Therefore it is no doubt that short-termism is an impediment to the stability of team based leadership and cohesion.

5.7 RESPONSE TO THE RESEARCH QUESTIONS

The main research question is: A: How is team leadership, as an example of organizational behavior, described or demonstrated in ECRDA?

5.7.1 Response to Main Question

The content analysis of a qualitative research design is meant to respond to questions of what, why and how (Cho and Lee, 2014) and the coding of the data creates a chronological flow of responding to these questions. In the case study conducted at
ECRDA the contribution of the participants assisted the researcher to be able to respond to the main question of the research which is ‘How’, in this case.

Unfortunately, team leadership proved non-existent at ECRDA and it became impossible to respond to this question. The participants outlined lack of good communication as one of the contributing factors. Second, is the missing link of cascading the requirements of a coherent team. Communication occupies a central role (Romenti, 2010) in the different disciplinary contributions to the study of reputation. Therefore, once there is lack of communication, there is a possibility of disrepute to the organization, coming from both communities being served and employees.

The study raised two important elements of team leadership amongst others, trust and unity. It reveals that there cannot be team leadership if people do not trust one another and when there is no trust there is no unity.

The research finding is that there is no trust relationship in ECRDA and therefore no unity. Hence the lack of team leadership. This emanates from the fact that there is no culture to set the tone.

The visionary (transformational and charismatic) leadership paradigm outlined in chapter 2 (Jing & Avery, 2008, Yukl, 2013 and Hall et al, 2015) argue this paradigm is a moral compass fit for political organization. However, Bartlett (2002) argue that it is the same paradigm that Jack Welch applied in General Electric for a century and it made the company to perform outstandingly. More so to that, this transformational leadership is supported for its outstanding contribution in inspiring, encouraging and igniting the performance of the employees beyond expectation.

Schofield (2008) brings a complexity of the society with growing, shifting and changing diverse needs to be addressed. This is a mammoth task that cannot be achieved by one individual intelligentsia but a concerted effort as the research outcome indicated. This leads to the need for exploring the outcome of the new theory brought in by the conceptual framework in unpacking the combination of the leadership attributes (figure 1.5). I argue that it is a rarity to find one individual bestowed with all of them, hence team leadership becomes key.
It transpired that ECRDA had a good caliber of personnel who understood what would make the organization stable and productive. However, due to the leadership style described as either autocratic or totalitarianism they find their hands tight. This implies that the personnel is not making phenomenal contribution to ECRDA to the best of its ability. This is quite alarming because ECRDA is such an important organization that should be engulfed with appealing ambience to serve the communities. Understanding that as people we are wired differently, it is upon this fashion in the conceptual framework I argue that leadership is about learning, rather than forcibly taking leadership – and that is when leadership becomes transformational.

The first sub-question: How does ECRDA narrate the relationship between team-based leadership, productive organizational behavior and social innovation?

5.7.2 Response to Sub-Question 1

ECRDA is a parastatal which is a services sector offering rural development projects and as well rural finance development. As a services sector one of its core values is innovation. It is therefore expected to respond to social needs applying social innovation initiatives (Coonan, 2008) as the communities want to be part of main economic stream by getting assistance to address poverty, inequalities and unemployment. Social innovation resides within the corridors of the public sector (Mazzucato, 2015) and is achieved when there is cooperation, good culture and conducive working environment. It is also attained through collaboration with other institutions or public sector. In the main scholars (Murray et al, 2010, Tucker, 2014, Coonan, 2008 and Mazzucato, 2015) concur with one another that social innovation is to address the community development.

Therefore, ECRDA is better placed to deal with social ills of the past, present and future. In terms of its establishment it is fit for purpose. However, the actual imperative is the implementation of the programmes and outcome thereof.
In the study it transpired that innovation is transformation in action. It was further outlined that transformation is a concept and as an outcome of its theoretical outcome is innovation. It also came to the fore that innovation is not innovation unless it passes the test of seen results. I must state that the fact that it got defined as transformation in action refutes the existing theory in that, the theory accepts social innovation as a stand-alone concept and transformation as leadership paradigm.

The relationship between team-based leadership, productive organizational behavior and social innovation is seen as good for the betterment of the organization. However, at ECRDA this relationship does not exist as there is lack of culture for team leadership. There are small pockets of social innovation, albeit not flowing from team leadership. There is a hope that should there be a culture for team leadership, there will be gargantuan flow of social innovation initiatives. There is a need for team effort to create paragons to refocus ECRDA in its leadership approach so that it is fit for purpose in action.

The last sub-question: Is social innovation, therefore, part of the ECRDA’s team leadership or is it described in other dimensions of ECRDA?

5.7.3 Response to Sub-Question 2

The document review (Bowen, 2009) in ECERDA has shown that social innovation is part of ECRDA. However, it was found not part of ECRDA’s team leadership reason being team leadership was non-existence at the time of the research.

The response to this sub-question was that ECRDA does have social innovation initiatives. However, these initiatives cannot be attributed to team leadership because team leadership is not within the dimensions of ECRDA. It is also disputed that it is as a result of individual leadership existing at ECRDA but rather as a result of a particular employee devising strategy to solve a particular problem in a particular corner.
Schofield (2008) highlights the complexity of the society and diverse needs which demand social innovative leaders to respond to such demands. This cannot be achieved by a one man show it. The researcher therefore concurs with the outcome of the study that meaningful social innovation can only be achieved through concerted effort. The research in ECRDA indicated a leadership vacuum as even the individual leadership that is existing is said to rule by dictatorship which is very much untoward for the public organization that is to serve the communities of the have-nots.

5.7.4 Conceptual Framework in Response to the Study

This study presented as well the conceptual framework which is a theory in progress (Maxwell, 2004). As part of the findings and interpretation, I report the following related to my conceptual framework and whether the working theory was tenable or not:

In my conceptual framework under vicissitudes of leadership I argue that leadership is a complex phenomenon of which in the dynamic society we living in graduating from individual leadership to team leadership is indispensable. In this complex field of leadership, leaders have different traits of which intermingling them would result in a jammed organizational performance. However, for this to be a success story leaders (Bennis, 2009) need to complement one another. Therefore, the outcome of the research when it indicates that collectivism is best suited to run the ECRDA in order to source synergies from one another concurs with this working theory. Feldman (2013) in systems thinking phenomenon argues that interrelationships and interdependence between various business units and leadership contribute to the stability of the organization.

The above finding leads the researcher to leadership attributes in the conceptual framework. In this narrative I argue about the four leadership attributes of which are vision, courage, complexity and value driven, that it is not common that one person can be bestowed with all. Hence calling for migration from manager to leader-manager and from individual leadership to team leadership. One thing that is inevitable is to deter employees
from challenging the status quo when they have acquired further qualifications on studies. They eager for novel things and that needs leadership capable of dealing with complexity. Therefore, coercive leadership is not a solution for the betterment of ECRDA.

The research brought in a new dimension of social innovation as an outcome as opposed to the stand alone concept. The findings are that social innovation is transformation in progress, and in fact social innovation cannot be transformation unless there is an impact in the society. This refutes the theory that transformation is a leadership paradigm which is a stand-alone concept. However, this finding concurs with the research topic ‘Team-Based Leadership as a productive organizational behavior that results in social innovation. It further concurs with the conceptual framework that migrating from individual leadership to team leadership lays the foundation for a playing field for gargantuan flow of social innovation. Therefore in deed, social innovation is an outcome of team based leadership of which transformational leadership is under this umbrella.

The findings of the research actually make the working theory tenable.

**5.8 CONCLUSION**

The aim of the study was to explore and describe how, as an element of organizational behavior, team based leadership could be an example of social innovation in ECRDA. The research has provided responses to the main question and sub-questions which, were the foundations for the objectives of the study. Based on the findings, ECRDA does not have team-based leadership, albeit not disputing the fact that team leadership could possibly be an example of productive organizational behavior that leads to social innovation, but which this study did not show conclusively and therefore is a topic for further study. It was evident that ECRDA has elements of social innovation, though described in other dimensions not related to team leadership.
CHAPTER 6

6.1 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

6.1.1 Discussion

“We need men who can dream of things that never were...” President Kennedy’s address to the Irish Parliament June 1963.

The exploring and examining of the importance of the Team-Based Leadership is not intended to claim that individual leadership is irrelevant – but rather it is imperative to work as a team to solve the problems of the dynamic society we are living in. The individual leadership is an ingredient for the placement or appointment of any assigned leader. This implies that it is an entry-level requirement for executive positions.

Throughout this study, team leadership is modeled as the productive organizational behavior of which through interaction and coordination lays the good foundation for social innovation. The study outlines the four attributes of leadership which are vision, courage, complexity and value driven and it has been indicated that it is not always possible for one individual to have them all. Therefore it is indispensable that as team dynamics develop, team building must be prioritized (Nazzaro & Strazzabosco, 2009). In ECRDA, this is not visible and these seem early days for team leadership and for team leadership to be part of social innovation.

There is no easy solution for a difficult problem and building a team is not an overnight thing as it is based fundamentally on the relationship among the people involved (ibid). When people have made acquaintance with one another good relations develop and in turn good teams are built. Team building increases a sense of unity (Anderson & Hilton, 2015) and cohesiveness which enable the team to apply collective effort in order to achieve the determined objectives or goal.

Ramdwar, Stoute & Ganpat (2015) argue that the failure of organizations is caused in the main by lack of trust in leadership and poor communication. These two elements in an
organization have a proficiency to build or destroy the organization. The members in the data gathering process indicated strongly that trust is an integral part of team leadership. The foundation of a good culture for team based leadership (Nazzaro & Strazzabosco, 2009, Ramdwar et al, 2014 and Anderson & Hilton, 2015) is trust that results in good organizational behaviour which translate into social innovation.

### 6.1.2 Conclusion

It is clear that migration from individual leadership to team based leadership, is imperative for the betterment of the organizations, especially in the public sector because the communities that are served are engulfed with dynamics. The building blocks towards achieving coherent teams such as team building and strengthening relations are indispensable for a team based leadership which is an example of a productive organizational behavior that contributes to social innovation.

### 6.1.3 Recommendations

The study was to explore and examine the Team-Based Leadership, as a productive organizational behavior that leads to social innovation. The main gap was that the concept of team leadership has been explored but rather in a coactive approach than interactive (Yukl, 2013). The coactive approach is commonly found in sport. It is a situation where the coach informs the team what is expected of them and how can they perform better. So, more often than not the players are in the receiving end than interactively participating in the decision making. The study therefore focused on unpacking the concept of team leadership and what would then emerge if it is implemented interactively. In the academic field this study contributes or probably lays the foundation for other researchers to explore it further. There is a further need for broad research on the concept of short-termism in order to establish how the entire society sees it. This is based on the premise that the research was based on an intrinsic case study based on a small sample in one parastatal situated in the Eastern Cape, ECRDA.
The topic has itself couched three topics though the other two are seen as outcomes but I would recommend a further exploration of the concept of social innovation, especially in public sector in these trying times, because I have noticed that not much work has been done under this concept.

1. On the leadership of ECRDA, the researcher recommends that extensive team building should be pursued coupled with change management to bring a culture of team work and team leadership. Since the organization apparently, is storming from the merger processes, building a new organizational culture is imperative.

2. The leadership should consider the all-inclusive approach in order for the executives to set a good example of team leadership through implementation of L-A-P and gradually graduating to leaderful practice. This will then be cascaded to all management in order to sing in harmony.

3. ECRDA should improve internal communication as it appeared to be the bone of contention. Poor communication results in perceptions being made facts and that is detriment to the stability of the organization.

4. The leadership should refrain from being reactive or interventionists but rather strive to be proactive. This can only be a success story when the leadership is working as a team and through intermingle of leadership attributes (vision, ability to deal with complexity, value driven and courageous) would be able to see bad things afar and prevent them from happening. Similarly, the leaders will be able to see great opportunities from far and near, initiate and communicate them instantaneously.

5. There is a dire need to work on employer/employee relationship because that is a bedrock for social innovation. There is a need for time allocation for people to be have leisure time to be able to reflect on raison d’être and surge of the direction of
the organization. This will pave a way for social innovation initiatives and that would improve ECRDA. For instance Google has a 70-20-10 rule (Grant, 2014) of which 10% time is allocated to fringe ideas.

6. ECRDA is a parastatal of which to a greater extent its employment regime will constantly be aligned to the government practices. However, it would be imperative if the organization can pursue initiatives to address the problem of short-termism that threatens the stability of team leadership. Albeit that a further research is needed to unpack this phenomenon based on the fact that it is the same leaders tagged as employers who are as well affected by this phenomenon.

7. Executive performance should not be tied to short-term goals but rather to long-term that contributes to sustainability of the organization. Understanding that there are people who operate on special endowed gifts whose stay in organization is always limited, it would be imperative to review the employment of executives to accommodate the reasonable duration that allows one to have wings to fly and turnaround the organization.

6.3.4 CONCLUSION

The research has responded to the main question and sub-questions and provided tentative findings that are not completely conclusive. The areas of further research emerged and had since been outlined of which that would be pursued by other researchers. The study shows validity, credibility and reliability in that even if the other researcher can pursue the same research in ECRDA she/he might well arrive at the same findings.

“Education is the most powerful weapon which you can use to change the world”

The above quote is from Former President Nelson Mandela of South Africa. Having conducted the research on team-based leadership I foreground that since leadership is a complex phenomenon which is as well indispensable for the betterment of the society,
continuous learning about it can take us places and change the world for the benefit of all.
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