



LEADERSHIP QUALITIES OF MARKETING LEADERS-

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ABSTRACT

The purpose of this paper is to determine whether marketing leaders have different skills and leadership qualities in comparison to know leadership theory. In addition, the researcher will aim to establish clear cut ways of identifying the leadership skills and qualities that are unique to marketing managers. There seems to be a lack of literature on this subject, however, the researcher will aim to establish value added relevance that will justify the purpose of and reasons behind this study. The research will take the form of a qualitative study, specifically because no prior focussed research in this regard has been done. For the purposes of this paper a case study approach will be followed, as it will assist the Researcher in learning and understanding more about what leadership qualities marketing leaders have.

Data will be collected by means of in-depth interviews with marketing leaders, observations in the researcher's own business environment as well as job advertisements in newspapers and other sources stating what is expected of candidates and what type of candidates are required for the position.

The respondents interviewed for the purposes of this study were from a diverse range of industries. An enlightening aspect was that most of their answers were more or less the same. This leads the Researcher to believe that these individuals have years of experience in leadership positions. This is reflected by the fact that the respondents have a good idea of what is required to be a good leader and that they apply it in their working environment.

There are a set of basic leadership qualities that are the same for all the leaders/managers in an organisation. There are differences between various managers in an organisation and the leadership styles they apply and the function often determine the leadership qualities that are important. Each leader has different qualities and their personality also plays a great role in the leadership style they apply. What distinguishes marketing leaders is the fact that

they should be more outward focussed, more creative and visionary than their counterparts. This requires from them to be sensory about their environment. They need to embrace change and be able to work with a diverse range of people.

Marketing managers often have to deal with external media and unhappy clients, other managers are fairly isolated from this. Marketing managers have to brainstorm and come up with new ideas almost on a daily basis. They have to handle communication both internal and external to the organisation and have to work with all the departments on a daily basis.

Surprisingly the best manager to lead an organisation would be a Marketing Manager. They are supposed to take the organisation forward. The way the industry and business in general is structured, almost paves the way for the Marketing function to start taking the lead in organisations.

Focussed research is required to shed more light on this issue. It will lead to the generation of profiles for all managers in an organisation, specifically for marketing managers. This will assist organisations in the recruitment and selection of the ideal candidates.

Organisations and the external business environment need to change their perception of the marketing function. Marketing is much more than promotions, events and “bells and whistles”. It is a profit driven function, which has a big impact on the profitability and survival of an organisation. Therefore organisations should focus on the development of the skills and leadership qualities of their marketing managers.

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CHAPTER 1: ORIENTATION

1.1 Introduction

In organisations, marketers in general, are regarded as a species on their own. There is evidence to suggest that marketing departments do not always fit comfortably into organisations “motivated primarily by values rather than by wealth creation or the phenomenon of power” (Lewis, French & Steane; 1997). Other Departments might perceive the Marketing Department to have a lack of status and regard it as little more than a “cash cow” which finances the rest of the Organisation but is not given the resources necessary to perform its duties satisfactorily (Barclay, 1991).

There are two types of interdepartmental conflict namely positive conflict and negative conflict. Positive views are the following: Interdepartmental conflict, according to Lewis et al. (1997), is unavoidable due to the boundaries between these departments and the competition for scarce resources. In the words of Appelbaum, Abdallah & Shapiro (1999, p. 62), conflict is “a process of social interaction that involves a struggle over claims to resources, power and status, beliefs, preferences and desires”. Accordingly, Appelbaum et al. (1999, p. 62) continued, conflict is “a natural phenomenon in social relations, as natural as harmony”. However, it is possible to manage interdepartmental conflict (Amason et al., 1995; Menon, Bharadwaj & Howell, 1996; Lee, 1998; Darling and Walker, 2001), and may have positive as well as negative consequences. Therefore conflict could be “a healthy incentive for action and competition when present in some forms and degrees” (Lewis et al., 1997, p. 275). According to Bagshaw (1998), Ideas, beliefs and pre-assumptions are challenged vigorously innovation and the willingness to consider fresh approaches are encouraged. Information exchange and the free and frank expression of opinions and feelings are stimulated (Menon et al., 1996).

On the other hand, interdepartmental conflict can be negative and may put initiatives in other departments to a disadvantage (Maltz and Kohli, 2000). This type of conflict is mostly emotional and interpersonal arguments and disputes are the norm. (Amason, 1996). This could range from interference in other departments, an overstatement of your own abilities and withholding or distorting information (Barclay, 1991). Personal reactions to negative conflict may differ. Some people might respond by withdrawing from situations, sulking and becoming resentful. Others may seek to compromise and accommodate against their will (McKenna and Richardson, 1995). In extreme cases conflict of this type can result in stress, hostility, dissatisfaction, ill-feelings and greatly reduced co-operation (Pondy, 1967).

To succeed in a competitive environment, any person in a leadership position needs to possess certain leadership qualities, knowledge, skills and abilities. This paper will aim to establish whether the required leadership skills/qualities for marketing managers/leaders are different from those required by other leaders in an organisation. It will aim to identify certain qualities that can be mostly related to marketing leaders in order to make the selection process a bit easier. If no feasible/realistic/worthwhile differences can be found, at least some light would have been shed on this issue.

1.2 Research Objectives

- To determine whether marketing leaders have different skills and leadership qualities in comparison to known leadership theory.
- To establish clear cut ways and means of identifying the leadership skills and qualities that are unique to marketing managers.
- To lay foundations for future research on this subject or to prove that no further research will be required. In other words, to clear up any uncertainties.
- Determine what it takes to succeed in a highly competitive environment as a marketing leader.

1.3 Statement of the problem and sub-problems

The lack of literature on the subject of this paper inhibits the generation of suitable, relevant research problems. However through the research problems raised below, the Researcher will aim to establish value added relevance that will motivate and justify the purpose of and reasons behind this study. Another limiting factor might also be that the application of marketing in service/public sector organisations and business/private organisations differ.

To understand the research problem more clearly, one needs to differentiate between two different types of marketing, namely business marketing and consumer marketing.

Although there are obvious differences between business and consumer marketing, one needs to take notice of the lesser obvious distinctions between the two. Dwyer and Tanner (2006) note that business marketing generally entails shorter and more direct channels of distribution. While consumer marketing is aimed at large demographic groups through mass media and retailers, the negotiation process between the buyer and seller is more personal in business marketing.

According to Hutt and Speh (2001), most business marketers commit only a small part of their promotional budgets to advertising, and that is usually through direct mail efforts and trade papers. While that advertising is limited, it often helps the business marketer set up successful sales calls.

Therefore the Problem Statement can be formulated as follows:

- Do Marketing leaders in organisations have unique skills and leadership qualities that make them distinguishable from other leaders? This will shed some light on the question whether an organisation needs to have a separate

recruitment and selection process when engaging in the process of selection and placement.

The sub-problems can be formulated as follows:

- Is it possible for any leader in an organisation to be a successful marketing leader? From the perspective of the Researcher, this will assist in clarifying the conception/misconception that marketing is a soft skill function and that anyone can do it.
- What does it take to be a successful marketing leader? Reference has been made to the lack of clear-cut literature in this regard previously in this paper. Through the research to be conducted on this sub-problem, the Researcher will aim to lay a foundation from which future research papers can be prepared.

1.4 Delimitation of the study

The sample chosen is small and could therefore exclude certain findings and observations. Due to the time constraints placed on the study, only the leader behaviour of marketing managers/leaders in the Tshwane Metropolitan area was observed. The Researcher acknowledges that their opinions and behaviour could differ from leaders in other areas outside Tshwane. Further research will have to be more expansive in order to cover all possible aspects.

This report aims to cover the views of identified marketing leaders on the knowledge, skills and abilities required to be a successful marketing leader, according to their own personal experience. Further research will be required to determine whether the findings of the study can be extended and made applicable to companies outside the study's intended geographical area. It will not attempt to cover all the secrets these managers possess and thereafter compile the ultimate manual for successful marketing leadership. Further research will also be required on whether a change to the way in which future marketing leaders are being trained and taught on pre- and post graduate level should be required.

1.5 Importance and benefits of the study

- *Why the study will be conducted:* In organisations there are various types of leaders such as the CEO, Managing director and more importantly the HR, Financial, Operations and Marketing manager. These leaders are experts in their fields and have different skills and competencies, as well as personalities and leadership qualities. It's true that different leaders have different leadership qualities. This is determined by various factors especially situational determinants. This study is being done to shed some light on the question if marketing leaders have different leadership qualities than other leaders in an organisation.

- *Potential benefits of the study:* Although a study like this has never been done, and there is little evidence of focussed research in this regard, it will lay the foundation for future research studies. It will help to clarify the research questions as mentioned previously and assist organisations in selecting the most suitable marketing managers. A good track record is an indication of the knowledge and skills of a candidate, but one has to consider the personality of the leader, as well as the fit between the leader and the organisation is also important. On the flipside of the coin, it might contradict what was stated earlier under this point, but then at least the uncertainty will have been cleared.

1.6 Outline of the research report

In Chapter 2 (two), an overview of the available literature on leadership theory and marketing leadership, as well as marketing management in general, will be given. The intention of this chapter is to educate the reader on the research that has already been done and where this study fits in. The Researcher intends to show the potential benefits from the study and why future research might be needed to further elaborate on the subject.

In Chapter 3 (three), the Research Methodology used will be discussed as well as the reasons why a specific methodology was chosen. Once again, the research problem and sub-problems will be stated and propositions regarding the research will be formulated. The Researcher will indicate how sampling was done, and the population from which the sample was drawn will be clearly described and characterised. Details will be given on the way in which data was collected and what the response rate was.

Chapter 4 (four) will provide a reflection of the research results obtained. These results will be done in table format to allow the researcher to make possible comparisons, and to get a global view of the research results obtained.

In chapter 5 (five), the outcomes of the study will be discussed in detail and cross references will be made to what was discussed in the literature review. The difference between the literature and results obtained (if any) will be discussed. When this process is complete, conclusions will be made, followed by recommendations of the implication of the research.

CHAPTER 2: FOUNDATION OF THE STUDY AND LITERATURE REVIEW

The foundation for the study is embodied in the question whether marketing leaders/managers possess something unique that distinguishes them from other leaders and managers within an organisation. The Researcher hopes this will lay the foundation for further research that will lead to the refinement of recruitment and selection processes.

The literature review will be done under two main headings/schools of thought: Leadership theory and Marketing. An integration of the two under one heading would have blurred the boundaries too much, while the aim of the Researcher is to educate the reader on the various schools of thought in Leadership Theory and Marketing and to show what is required of managers/leaders to excel in both. Through the research that will be done, the Researcher will aim to show and prove any similarities and differences that exist between these subjects and what is required to be successful.

2.1 General Leadership Theory Review

To understand what leadership is, leadership theory in general needs to be discussed. Leadership according to Yukl (2006) is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. It is important to be aware of the fact that leadership behaviour and actions are important determinants of effectiveness in an organisation. It is also important to take note of the following: professional leadership involves providing direction and coordination to all members of the organisation and guide them to reach organisational goals. Personal leadership is regarded as the behaviour of leaders in practising professional leadership such as building of trust, demonstrating expertise and acting in a moral way.

Professional leadership is often regarded as the first step in the leadership process. It is also regarded as the formal part of leadership.

2.1.1 Trait Approach

This is one of the first leadership theories developed. Surveys of early trait research by Stogdill (1948) and Mann (1959) reported that many studies identified personality characteristics that appear to differentiate leaders from followers. These include personality, motives values and skills. This theory revolves around the notion that good leaders are born and have unique skills, abilities and traits that distinguishes them from those around them. More recent research focussed more on the establishment of links between specific traits and effective leadership. Research done on this identified some traits that were regarded as must haves for good leaders: Adaptability, alert to changes in social environment, ambition, goal orientated and assertiveness. It also includes surgency, conscientiousness, adjustment, intelligence and agreeableness.

2.1.2 Behaviour Approach

This approach/theory originated from research done on the trait theory by Blake and Mouton (1978) as well as Yukl (1989), and is the result of researchers realising that the trait theory cannot always be applied. Their research was adapted to investigate the actual activities that managers and leaders perform daily. The research focussed firstly on determining what type of activities managers perform, how much time is spent on these activities and what their respective roles, responsibilities and functions in the organisation are. Secondly they aimed at identifying those behaviours that are attributed to effective leadership behaviour.

The following types of behaviour have been attributed to effective leaders:

- Task Orientated behaviour
- Relations Orientated behaviour
- And Participative behaviour

2.1.3 Power-Influence Approach

This was identified by Yukl in 1989 and investigated the influence processes between leaders and followers. It assumes that leaders act and followers react. Here the effectiveness of a leader is determined by the amount of power the leader possesses. Furthermore, it examines how power is acquired, lost, and maintained. Power influence includes not only the leader's subordinates, but also all other stakeholders the leader comes into contact with. This approach's foundation is the assumption that a good leader has the ability to influence others around him in doing what he wants them to do.

2.1.4 Situational Approach

Hersey (1984) introduced a popular model for situational leadership based on task behaviour and relationship behaviour. Hersey (1984) defines task behaviour as 'the extent to which the leader engages in spelling out the duties and responsibilities of an individual or group.' Relationship behaviour is 'the extent to which the leader engages two-way or multi-way communication.' It includes 'listening, encouraging, facilitating, providing clarification, and giving socio-emotional support'. Bolman and Deal (1997) state that situational theories are more contemporary approaches to researching leadership and are a major area for further research.

Here different factors that influence leadership are investigated. The most relevant factors are: follower characteristics, type of organisation, industry and competitive environment. It further examines leadership in terms of its relationships with environmental factors, such as superiors, subordinates, and peers. The foundation of this approach is the assumption that different situations require different leadership styles and that an effective leader can adapt his behaviour to the situation.

2.1.5 Contingency Leadership Theory

This approach was proposed by Fiedler (1986) and describes how a leader's personality and chosen behaviour is influenced by situational variables. It indicates a relationship between task motivation and relationship motivation. It further predicts that in low-stress situations, the leader's intelligence has a strong impact on effectiveness, and in high-stress conditions, the leader's expertise is more important

Three situational factors are focussed upon:

- Leader-member relations (the degree to which the subordinates accept their leader)
- Task Structure (The degree to which the jobs of the subordinates are described in detail)
- Position power (The amount of authority allocated to the leader due to his position in the organisation)

There are many forms of contingency theory, and generally, contingency theories are types of behavioural theory that contend that there is no one best way of organising/leading and that an organisational leadership style that is effective in some situations may not be as successful in others (Fiedler, 1964)

2.1.6 Transactional Leadership Theory

Transactional Leadership evolved from more traditional views of workers and organisations. This theory describes the exchange process between leaders and followers that might result in follower compliance with leader requests, thus an economically based exchange relationship. It therefore involves the position power of the leader to use his subordinates for the completion of tasks (Burns,

1987). The self interest and exchange benefits for followers are what motivate them (pay or other benefits controlled by leaders in return for work being done).

Transactional leadership consists of the following influencing behaviours by leaders:

- Contingent reward – the leader explains what needs to be done and motivates followers by using incentives and contingent rewards for their effort and compliance
- Management by exception- The leaders look for mistakes, enforce rules to prevent them from happening again and take corrective action if the required standards are not met.

2.1.7 Transformational Leadership Theory

According to Yukl (2006), Transformational leadership appeals to the moral values of followers in an attempt to raise their consciousness about ethical issues and to mobilise their energy and resources to reform institutions.

Under this theory developed by Bass (1990), the leader provides support and develops follower confidence and encourages them to act more responsibly, thus a work based relationship. These types of leaders are extremely visible and spend a lot of time on communicating with their subordinates. These leaders motivate and transform followers by doing the following: Make followers aware of the importance of task outcomes, motivate followers by sacrificing their self interests for the sake of the organisation and activating higher order needs such as personal growth and intellectual stimulation. This theory is rested in behaviors such as intellectual stimulation (encourage followers to be creative), idealised influence (creates faith, trust as well as high ethical and moral standards), inspirational motivation (fosters team spirit and articulates an attractive vision) and individualised consideration (two way communication, coaching and mentoring). Transformational Leaders often have large amounts of

enthusiasm which, if relentlessly applied, can wear out their followers. They furthermore tend to see the big picture, but not the details. Finally, Transformational Leaders, by definition, seek to transform. When the organization does not need transforming and people are happy as they are, then such a leader will be frustrated. In conclusion it can be said that such a leader attempts to influence his followers so that they follow his vision.

2.1.8 Charismatic Leadership Theory

Charisma has been studied as a trait (Weber, 1947) and as a set of behaviours (House, 1977; House & Baetz, 1979; House & Howell, 1992). The trait approach to charisma looks at qualities such as being visionary, energetic, unconventional, and exemplary (Bass, 1985; Conger, 1989; Conger & Kanungo, 1988; Harvey, 2001; House, 1977). Charismatic leaders are also thought to possess outstanding rhetorical ability (Harvey 2001: 253). This theory involves the leader injecting huge doses of enthusiasm among followers or being very energetic in driving his subordinates. This type of leader believes more in himself and this may create risk for an organisation if the leader decides to leave as often success depends on the presence of the charismatic leader.

2.1.9 Leader/member Exchange Theory

This theory was first described by Dansereau, Graen and Haga (1975) and challenges the assumption that leaders treat followers in a collective way. Exchange relationships have been traditionally classified in two sections namely economic (is based on an implicit agreement between two parties) and social (an implicit agreement that covers non-specific obligations between two or more parties). Additionally, it describes the process of how people within an organisation relate to one another and to their leader. It is applicable to all levels of management and types of organisations, and can be used to explain how individuals create leadership networks throughout an organisation.

2.2 Leadership Styles

The Ohio State University and the University of Michigan conducted leadership studies during the 1950's. The Ohio State leadership studies (Fleishman, 1953; Halpin and Winer, 1957; Hemphill and Coons, 1957) resulted in the creation of the Leader Behaviour Description Questionnaire (LBDQ), a commonly used instrument to assess leadership behaviour.

In order to understand or identify effective leader behaviour, one needs to be aware of the different leadership styles that leaders may employ when making important decisions and influencing followers. Leadership style can generally be defined as the characteristic approach to leadership demonstrated by a leader.

2.2.1 Autocratic Leadership Style

The Autocratic Leadership Style was first described by Lewin, Lippitt, and White in 1938 along with the democratic leadership and the laissez-faire leadership styles. The autocratic leadership style is sometimes referred to as the directive leadership style. In applying this style, the leader tells the subordinates what to do and how to do it without obtaining their inputs. This leadership style usually results in passive resistance from subordinates and requires continuous pressure and direction from the leader in order to accomplish objectives.

2.2.2 Democratic Leadership Style

The Democratic Leadership Style was first described by Lewin, Lippitt, and White in 1938 along with the autocratic leadership and the laissez-faire leadership styles. The democratic style was also included by Goleman in 2002 as one of his six leadership styles. Decisions are made through consultation, but the leader still maintains control over the group. All decide together how the task will be done and by whom. The inputs of subordinates are valued and the strengths of the leader as well as his subordinates are used to increase group performance.

2.2.3 Directive Leadership Style

This style was first described by House and Mitchell (1974). Most of the decisions are made for subordinate such as giving them schedules of specific work to be done at specific times. The leader informs subordinates what they are expected to do and provides guidance and support. By telling subordinates exactly what they should do, role ambiguity is reduced. This may be used when the task is unstructured and complex and the followers are inexperienced. This increases the follower's sense of security and control and hence is appropriate to the situation and ensures that rules and procedures are followed.

2.2.4 Participative Leadership Style

Subordinates are consulted when decisions are to be made and their opinions are considered. Power is shared between the leader and his subordinates. The leader focuses on obtaining subordinate acceptance, satisfaction and commitment.

2.2.5 Laissez-faire Leadership Style

The Democratic Leadership Style was first described Lewin, Lippett, and White in 1938 along with the autocratic leadership and the laissez-faire leadership styles. Little control is exercised over subordinates and they are left alone to sort out their roles and determine how their work should be done. The subordinates are usually operating with little direction or control. This leadership style may also be the result of leaders not exerting sufficient control

2.3 Identifying Successful Leaders

- **Traits and Inborn Qualities** *Personality traits:* Effective leaders normally have high efficiency ratings and motivation levels for personal and organisational improvement. In addition, a concern for task objectives have been identified (Yukl 2006).
- *Strong belief system:* Efficient leaders have an internal locus of control and often take steps/actions to circumvent obstacles, rather than ignoring them.

They seek information from a variety of resources and take full responsibility for successes and failures (Yukl 2006).

- *Interpersonal skills:* Good leaders have strong oral presentation skills and have the ability to use symbolic, verbal and non-verbal communication methods. They have the ability to develop successful networks across organisations by emphasizing common interest and gain cooperation from their network partners. (Yukl 2006).
- *High Socialised power orientation:* Leaders in general have a high desire for power and a concern for power symbols. They often are assertive and attempt to influence others. All of this while being concerned about the reputation of the organisation. (Yukl 2006).
- *Strong Conceptual skills:* They have the ability to convey the meaning of something by developing a concept, model or creative solutions. (Yukl 2006).
- *High Self Confidence:* They have a strong belief in their self-efficiency and take decisive actions. Leaders with high self confidence are more likely to attempt difficult tasks. However, while there are clear advantages of being self confident, some unproductive behaviour may also occur. These leaders are sometimes inclined to be arrogant, autocratic and intolerant of dissenting viewpoints. Arrogant leaders will experience difficulty in developing cooperative relationships with people not dependant on them. (Yukl 2006).
- *Energy levels and stress tolerance:* Generally, high energy levels and stress tolerance is associated with leader effectiveness. (Yukl 2006).

2.3.1 Managerial Skills and Effectiveness

- *Technical Skills:* Are knowledge about methods, processes and equipment for conducting specialised activities. It can also be regarded as factual knowledge about organisational products and services. In addition it is knowledge acquired by a combination of formal education, training and job experience and is facilitated by quick comprehension and a good retentive memory. Good leaders also have extensive knowledge of the products and services of their

competitors as this is essential to survive in a highly competitive environment. (Yukl 2006).

- *Conceptual Skills:* These skills involve good judgement, analytical ability, creativity and deductive reasoning. These skills are necessary for effective planning, organising and problem solving. Effective Leaders and managers use an appropriate mix of intuition and conscious reasoning. (Yukl 2006).

2.4 Additional relevancies and skills essential for effective Leadership.

2.4.1 Emotional intelligence

The earliest emotional intelligence (EI) theories were developed during the 1970's and 1980's by the psychologists Gardner, Salovey and Mayer (reference style). This is the extent to which a person is attuned to both their own feelings and those of others. EI is important for effective leadership and high performance. In addition, a high EI is needed for the solving of complex problems and make current situations better or improve them. Emotional intelligence can be learned, but not from knowledge orientated training in a classroom setting. Any significant increase in emotional intelligence requires extensive individual coaching, feedback and most importantly a desire for significant personal development.

2.4.2 Social Intelligence

It was originally described by Thorndike in 1920 and is regarded as the ability to apply the most relevant leadership style depending on the situation. It consists of two primary components: Social perceptiveness- the ability to understand the functional needs, problems and opportunities that are relevant for the organisation or group. High levels are important for a leader to determine what can be done to make group work more effective. Behavioural flexibility- is regarded as the ability or willingness to adapt to situational requirements. If a leader is flexible, he/she knows how to and can use a variety of behaviours to ensure maximum effectiveness.

2.4.3 Systems thinking

The ability to comprehend the interrelations between organisational processes and the effects of actions taken to change cognitive skills or systems thinking. Good leaders understand that complex problems and situations have different outcomes that may have negative side effects or delayed outcomes.

2.5 Summary of Traits and Leadership qualities of effective Leaders according to Leadership Theories discussed.

The question often asked, is what does it take to be regarded as a great successful leader? The answer is most often not clear-cut as many factors influence the perception of being regarded as a successful leader or not. In addition, the general approach taken to identify leadership qualities depends on how the organisation itself selects potential leaders that fit in with their leadership framework. On the other hand, individuals/ leaders should select organisations that value their knowledge and skills, and what they have to offer in order to satisfy their needs for career and personal development.

Herewith follows a list of identified traits of effective and successful leaders

- *Emotional Stability*: As mentioned before, good leaders must be able to handle and tolerate stressful situations. They must generally be well adjusted human beings and be able to deal with anything that is required of them.
- *Dominance*: In general leaders act competitive and decisive and enjoy facing challenges and obstacles and overcoming them. As mentioned earlier, they act assertively in the way they approach other and in their thought processes.
- *Enthusiasm*: Phrases such as active, expressive and energetic are usually attributed to leaders. Their thoughts are quick and alert and they don't tend to be restricted by processes and procedures.
- *Conscientiousness*: Leaders are often extremely diligent. They maintain high standards and always try to do their best. They need to act in an orderly environment and are self-disciplined.

- *Self assurance:* Leaders generally free of any feelings of guilt and don't need the approval of others. They view past mistakes and failures as opportunities to learn from and it doesn't keep them back.

Beyond the “ordinary” traits: To succeed, leaders of today have to possess traits that will help them to motivate others and lead them in new directions. They must be able to look into the future and get their subordinates to join them in pursuit of their vision. These traits include the following:

- *High Energy:* Leaders are often exposed to long working hours and extensive travelling. They have to remain alert and focussed at all times.
- *Intuitiveness:* Due to the fast pace of modern business, it is difficult to know, and be aware of everything. In these situations, reasoning and logic are of little value. This almost forces leaders to rely on their intuition when making decisions.
- *Maturity:* This can be summarised as the ability to realise that you can achieve more by empowering people than by ruling them.
- *Team Orientation:* A strong emphasis should be placed on teamwork. Leaders should foster an environment in which relationships created, fosters team cohesiveness.
- *Empathy:* A key trait of effective leaders is the ability to put themselves in other people's shoes. This creates an environment in which trust can be built. Such an environment enables leaders to get the best possible effort from their subordinates.
- *Charisma:* Leaders are generally perceived to be larger than life. Charisma plays an important role in this perception. It enables leaders to arouse strong emotions among their followers through defining a vision that unite and captivates them.

2.6 MODERN RESEARCH ON LEADERSHIP IN ORGANISATIONS

The main focus of the discussion below is the research done by Collins that started in 1996. His initial aim was to determine how ordinary companies can

become market leaders. Through the research done, he discovered a phenomenon called “level 5 leadership. “Level 5” refers to the highest level of capabilities possessed by exceptional leaders that turned around their organisations. This level of leadership is essential for a positive and prosperous transformation in which a company conducts its business.

Level 5 leaders are typically modest, wilful, shy and fearless (Collins, 2001). These leaders would rather talk about the company and contributions of other people and not about themselves. In addition they possess huge professional determination and will by refusing to give up. Because these leaders want to see their companies becoming even more successful, they have the ability to select successors that are level 5 leaders themselves.

2.6.1 The Level 5 Hierarchy

Collins (1996) and his team developed a hierarchy of capabilities that can be divided as follows:

- A level one manager is a highly capable person that has the necessary knowledge skills and abilities to make a positive contribution in the workplace.
- A Level 2 manager is a team member that can work well with other people in a group and assists the group in achieving set objectives
- The Level 3 manager is competent and has the ability to channel resources and people towards the achievement of goals and objectives.
- The level 4 person is a highly effective leader and facilitates commitment to the achievement of the organisation’s vision, and knows how to get the highest possible performance standards out of the group.
- The level 5 Executives establishes greatness with a combination of high will power and personal humility. To be a top level 5 manager, one needs to possess all the capabilities as indicated in the previous levels and the ones listed in this point.

As mentioned previously, being a level 5 manager, one needs to achieve a fine balance between personal humility and professional will (Collins; 2001). A manager that possesses personal humility is never boastful. He uses standards to motivate his employees. His ambition is channelled towards the good for the organisation and he has the ability to select successors that can take what has been done, forward. Professional will create superb results. And is determined to accomplish the best possible long term results, no matter how challenging it might be. This also determines the standards according to which the company is transferred from mediocre to excellent.

2.7 LEADERSHIP IN MODERN ORGANISATIONS

The environment in which organisations operate these days, is characterised by rapid changes in technology, transport and communication methods. These environmental changes present a challenge for leaders to adapt. Warren Bennis argues that these changes “will erode competitive advantage and destroy the aspirations of any leader or organization. It is dysfunctional in today’s world of blurring change and will get us into unspeakable trouble unless we understand that the search engine for effective change is the workforce and their creative alliance with top leadership” (Bennis 1999, pp. 7–8).

2.7.1 Organizational change and its impact on leadership styles and theory

Traditional management theories are very limited in their ability to prescribe on how to act in a collective environment (Fairholm; 2004). It is essential that the way in which modern organisations are viewed be changed, and the same goes for the leadership styles used. A focus on relationship and culture should be more important than control and measurement techniques.

The big question then is what leaders should be doing in order to counteract these severe changes in the organisation’s environment. Below follows a brief discussion on the principles they should apply (Fairholm; 2004):

- Leaders must be able to let their followers grow and develop by making sure there is enough information and feedback available. This will facilitate cooperation to achieve mutual objectives and creates an environment for the building of trust.
- Leaders should lead their subordinates through periods of organisational change. They must learn how to ask the right questions and be open-minded about the fact that sometimes not everything goes according to plan.
- Leaders should emphasize the following of good values, as this is the starting point of the organisational vision. This determines the way in which individuals and the organisation react.
- Good leaders value the role of relationships and meaningful interactions and realise that total control in the organisation is not possible. They determine how others see the organisation, involve others in planning and encourage independent implementation of the ideas agreed upon.

The whole concept of leadership should be re-evaluated. Leadership characteristics that were relevant 15 or 20 years ago, might not be the same ones needed today (Wilson; 1994). Modern day business is more information based and therefore leaders should focus on exploiting the talents and intellectual potential of their employees. According to Drath and Palus (1994), leadership is a process in which individual leaders are seen as members of a larger community. They further suggest that the social interaction between groups involved in the same activity be studied.

2.8 MARKETING THEORY

2.8.1 Introduction

The success of an Organisation's marketing activities determines its profitability, especially in the era of hyper-competition that characterises modern day business. Therefore it can be said that marketing is regarded as an increasingly important business activity. "Factors that distinguish a profitable business from its competitors are strong marketing principles and a sound consumer orientation.

Marketing is what knits the whole organisation together” (Willigan, 1992). Marketing Industry leaders measures a company’s performance by rating and comparing customer satisfaction, product quality and other factors such as human resources of their company with their competitors.

As early as 1982, Peters and Waterman identified eight qualities of marketing leaders that are reliable indicators of excellence:

- *A bias for action*- to just start with whatever needs to be done, regardless of project size.
- *Close to the customer*- understanding what the needs of their customers are as well as the needs of their subordinates.
- *Autonomy and entrepreneurship- decentralization*, allowing subordinates to be creative and allowing them to develop and implement their own ideas. This enables the development of innovative services and products.
- *Efficiency yield through people*- These leaders see their people as the main sources of gains in productivity and profitability.
- *Hands on, value driven*- These leaders play an active role in the establishment of a strong value system. This results in a strong and positive organisational culture, one that gives direction and support to all employees.
- *Stick to the knitting*- These leaders have a continuous focus on the areas of distinctive competence in the organisation and on what needs to be done to be the best in the business.
- *Simple forms, lean staff*- By being an efficient management team, they can work with fewer employees and accomplish just as much.
- *Simultaneous loose-tight properties* knowing when to control what needs to be done and when to withdraw.

The mentioned points are relative accurate indicators on how to asses the relationship between the marketing leader, his subordinates as well as organisational effectiveness and performance. It would also assist in providing the marketing management team with a valuable means of assessing

performance as well as the employees' perception of the organisation and its philosophy. This is a very important aspect since the performance of the team contributes to the overall marketing success of the business/organisation.

2.8.2 A different perspective on Marketing Concepts

Trust is an important concern for marketing, as its relationship with the truth is somewhat tarnished sometimes and filled with uncertainty (Morgan and Hunt, 1994; Reast, 2005; Singh and Sirdeshmukh, 2000). Many leaders defend this statement by saying that marketing's only goal is to satisfy the customers. This viewpoint mistakenly mentions what marketing is really about.

- *New marketing*- Marketing is regarded as a function, and not just an occupation. The goods and services, and the way in which they are delivered by and through marketing are regarded as mutually dependant categories. (Gummesson, 1991)
- *Improved marketing*- Webster (1988) rediscovered the marketing concept and this represented an opportunity to adapt and change the older conceptions of marketing to have a better fit in the modern day competitive era.
- *Apocryphal marketing*- Brown's (2001a) recent work suggests that marketers should tease not please customers and should use pre-marketing ideas to address a new preoccupation with consumption (Jacobson and Mazur, 1995).

This concept doesn't seem to have the ethic undertones that are required to create sustainable success and continuity.

2.8.3 Opinion Leadership in Marketing

In an organisation, the personal resources of leaders, especially marketing leaders, are regarded as probably the most important and influential source of information (Urbany et al., 1989; Midgley, 1983; Kiel and Layton, 1981). This is where an opinion leader has an important role to play as it could lead to the identification of attractive market segments as well as making the overall

marketing and communication strategy of the organisation more efficient (Feick and Price 1987). It is of equal importance to identify opinion leaders internally and externally as your marketing leaders often have the ability to identify them by referring to external resources.

2.8.4 Essential Capabilities of Marketers

All marketing leaders have to start somewhere, mostly at University or college level. There has been some concern about the relevancy of formal marketing education, especially when compared to the relevance of marketing in practise (Beamish and Calof, 1989; Neelankavil, 1994). It seems as if an increasing numbers of modern day marketing practitioners and leaders have formal education, as they tend to be extremely knowledgeable about marketing theory. Students seem to have a very particular perception of what aspects are most important for their future jobs.

Previous studies done indicated that the following leadership qualities are essential for marketing leaders: *Oral and written communication skills, formal business qualifications, communication, interpersonal and analytical skills, as well as problem solving abilities* (John and Needel, 1989; O'Brien and Deans 1995; Sneed and Morgan, 1999). At this point it should be added that it is of vital importance to study the perceptions of managers, students and educators on leadership and marketing.

Over the past few years many studies have identified differences in these perceptions and what should be taught at business school. These studies indicated that good oral and written communication skills are of vital importance to marketing and other business graduates. Analytical and problem solving skills were also mentioned in several studies (John and Needak, 1989; Sneed and Morgan, 1999) One more recent study suggested that what was mentioned

already as well as logical thinking ability and ability to be able to work in teams are especially important for marketing leaders (Taylor, 2003)

There are significant difference between students, managers and educators with regards to essentials skills and leadership qualities. Marketing managers consider the ability and willingness to learn more than students, while students place greater emphasis on self confidence, creativity and awareness of ethical issues. It seems as if the three groups are in agreement with regards to the importance of oral communication, interpersonal problem solving and analytical skills (Gray, Ottesen, Bell, Chapman and Witten, 2006)

The following skills appeared to be essential (Gray, Ottesen et al, 2006):

- Willingness to learn
- Interpersonal skills and problem solving
- Written and oral communication and teamwork,
- Teamwork
- Flexibility and adaptability
- Ability to plan own work and analytical skills

2.8.5 Thought Leadership in Marketing

What is a thought leader? It is someone who is not scared to implement new processes and talk about some old concepts in a radical new way. Being a thought leader, or least be known for it, could act as an effective market strategy. The first step in the process is to start with the publication of articles and then determine what the primary business objective of the company is (Lizotte, 2005).

2.8.6 Political Marketing and the Marketing Concept

The marketing concept can be applied to any type of organisation, profitable or non profitable (Brownlie and Saren, 1991; Kotler and Zaltman, 1971). It is about the needs of the customers, the identifying of those needs and the satisfaction of it. The marketing manager/leader has a very important role in the focussing the efforts of all departments towards this aspect (Newman and Sheth, 1987).

Therefore he has to know what it means. It is the responsibility of the marketing manager to generate marketing intelligence throughout the organisation, to disseminate it and to ensure that the organisation is responsive to it.

2.8.7 Characteristics of adopters of major innovations in the computer field and its potential use in Marketing

To succeed a marketing leader needs to be an early adopter of new ideas. This paper aimed at identifying the personality types of early adopters, demographic characteristics such as age and education and the characteristics of companies that are early adopters (Trondsen 1996).

Some might argue that it's only the computer industry that is large and very dynamic but the same can be said of any other company in the modern business arena. It's a fact that industry leaders are much more easily replaceable than a decade ago. Lock-in strategies are employed to keep vendors from changing between competitors and it gives both the company and the vendor an opportunity to maximise profits. This is where a marketing manager has the responsibility of ensuring that the most suitable vendors are attracted and kept.

The impact of any manager's characteristics has an important effect on his success. Age makes no difference between adopters and non-adopters, which is surprising as theory suggests that young persons are less risk averse. The length of employment also has an effect on risk taking and managers are seen to be more risk averse the longer they are employed at a company. Early adopters generally have the type A personality which is associated with the likelihood to take risk. Education enables new graduates interest in learning new skills and in keeping up to date with latest developments in leadership. Even the organisation's characteristics have an impact (Trondsen 1996).

2.8.8 Leadership style, motivation and performance in International Marketing channels

In a competitive environment there are a multitude of inter-organisational marketing channels. Firms are increasingly turning to distribution as a key strategy of marketing differentiation (Rosenbloom, 1999). In such an environment the marketing manager has a very important role in the motivation of international channel partners to achieve individual and collective goals. The choice of leadership style has a direct bearing on this. The marketing manager should also take note of the cultural environment in which the marketing channel structure operates. A good leader can negate any ambiguities in this environment and stimulate cooperation and avoid conflict.

Firms have increasingly resorted to relational exchanges in which transactions for the future are “booked”. This implies that a dominant partner may come forth as the leader. This indicated that there is a huge need for leadership in marketing channels. Channel leadership can be defined as the activities undertaken by the channel leader to influence the marketing policies and strategies of channel partners (El-Ansary and Robicheaux, 1991). The types of channel leadership styles are the same as discussed earlier in this document in more detail. The marketing manager, together with other leaders has an important role in ensuring that the channel partners stay motivated. This is also a strategic role and should ensure the maintaining of an effective strategic alliance. Here cooperation with other functions within the organisation such as strategy and operations management is extremely important.

Marketing managers should be very careful to standardise channel strategies as the relationship between the different components is inconsistent.

2.9 Summary of findings that are of interest to the study

Leadership behaviour and actions are important determinants of effectiveness in an organisation. Good leaders are born and have unique skills, abilities and traits

that distinguish them from those around them. The amount of power a leader possesses determines the type of activities they perform and how much time is spent on this. It also determines what their respective roles, responsibilities and functions in the organisation are.

Different situations require different leadership styles and an effective leader can adapt his behaviour to the situation. A leader's intelligence has a strong impact on effectiveness, and in high-stress conditions, the leader's expertise is more important.

The self interest and exchange benefits for followers are what motivate them (pay or other benefits controlled by leaders in return for work being done). A leader provides support and develops follower confidence and encourages them to act more responsibly, thus creating a work based relationship.

Transformational Leaders often have large amounts of enthusiasm which, if relentlessly applied, can wear out their followers. They furthermore tend to see the big picture, but not the details. In order to understand or identify effective leader behaviour, one needs to be aware of the different leadership styles that leaders may employ when making important decisions and influencing followers. Leadership style can generally be defined as the characteristic approach to leadership demonstrated by a leader.

To be able to identify successful leaders, one has to be aware of not only their traits and inborn qualities, but also what managerial skills and effectiveness they possess as well as additional relevancies and skills that are essential for effective leadership

Marketing is regarded as an increasingly important business activity in modern day business. The literature review identified eight qualities of marketing leaders that are reliable indicators of excellence. These are accurate indicators on how to assess the relationship between the marketing leader, his subordinates as well as

organisational effectiveness and performance. In an organisation, the personal resources of leaders, especially marketing leaders, are regarded as probably the most important and influential source of information.

Marketing managers consider the ability and willingness to learn as more important than students, while students place greater emphasis on self confidence, creativity and awareness of ethical issues. Marketing revolves around the needs of the customers, the identifying of those needs and the satisfaction of it. The marketing manager/leader has a very important role in the focussing the efforts of all departments towards this aspect.

To succeed a marketing leader needs to be an early adopter of new ideas. The impact of any manager's characteristics has an important effect on his success. In international marketing channels, the marketing manager has a very important role in the motivation of international channel partners to achieve individual and collective goals.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Problem statement and sub-problems

The apparent lack of literature on the subject of this paper inhibits the generation of suitable, relevant research problems. However through the research problems raised below, the Researcher will aim to establish value added relevance that will motivate and justify the purpose of and reasons behind this study. Another limiting factor might also be that the application of marketing in service/public sector organisations and business/private organisations differ.

To understand the research problem more clearly, one needs to differentiate between two different types of marketing, namely business marketing and consumer marketing.

Although there are obvious differences between business and consumer marketing, one needs to take notice of the lesser obvious distinctions between the two. Dwyer and Tanner (2006) note that business marketing generally entails shorter and more direct channels of distribution. While consumer marketing is aimed at large demographic groups through mass media and retailers, the negotiation process between the buyer and seller is more personal in business marketing.

According to Hutt and Speh (2001), most business marketers commit only a small part of their promotional budgets to advertising, and that is usually through

direct mail efforts and trade papers. While that advertising is limited, it often helps the business marketer set up successful sales calls.

Therefore the Problem Statement can be formulated as follows:

- *Do Marketing leaders in organisations have unique skills and leadership qualities that make them distinguishable from other leaders?* This will shed some light on the question whether an organisation needs to have a separate recruitment and selection process when engaging in the process of selection and placement.

The sub-problems can be formulated as follows:

- *Is it possible for any leader in an organisation to be a successful marketing leader?* From the perspective of the Researcher, this will assist in clarifying the conception/misconception that marketing is a soft skill function and that anyone can do it. In addition, this will assist in identifying those skills that will make or break a marketing leader.
- *What does it take to be a successful marketing leader?* Reference has been made to the lack of clear-cut literature in this regard previously in this paper. Through the research to be conducted on this sub-problem, the Researcher will aim to lay a foundation from which future research papers can be prepared.

3.2 Research design and Methodology

The research will take the form of a qualitative study, specifically because no prior focussed research in this regard has been done. A qualitative study typically serves one of the following purposes (Leedy & Omrod; 2005):

- To describe the nature of certain situations and processes, relationships or people.
- It enables the researcher to gain new insights regarding a particular situation and based on this develop new concepts or theoretical perspectives and identify possible problems that might exist.

- If there are certain assumptions regarding a specific subject or issue, the researcher will be able to verify the validity of these within a real world context.
- Certain procedures and assumptions can also be evaluated.

For the purposes of this paper a case study approach will be followed, as it will assist the Researcher in learning and understanding more about what leadership qualities marketing leaders have, since very little research if any has been done on this regard (Leedy & Omrod; 2005). Data will be collected by means of in-depth interviews with marketing leaders and other leaders in organisations, observations in the researcher's own business environment as well as job advertisements in newspapers and other sources stating what is expected of candidates and what type of candidates are required for the position. These interviews will be recorded on Dictaphone and transcribed after the interview process has been concluded. This will ensure that all the important facts and statements are recorded and to prevent relevant data from not being recorded. If time allows, the environment in which the organisations operate will also be analysed taking social, economical and historical factors into account.

The data/facts will be arranged in a logical order to enable the researcher to formulate his findings easier. Then the data will be categorised into meaningful groups such as the general assumed leadership qualities etc. Using the data gathered and the literature review done, the data will then be interpreted to investigate whether there is any specific meaning. The next step would be to investigate the data and meanings for underlying themes and patterns. Finally conclusions will be drawn on the data, and possible implications beyond the scope of the research be identified.

3.3 Sampling

The research will be conducted by identifying between 5 and 10 companies in the Pretoria area. The reason behind this approach is the time constraints on this

study that limits more extensive research. In these companies, the marketing leaders will be identified and interviews will be scheduled.

3.4 Data analysis methods

Structured questions will be developed according to the literature review done and will be limited in order for the interviews not to take longer than an hour. These questions will be structured in such a way that follow-up questions can be asked. This will depend on what was answered. The interviews with these Marketing Managers will be recorded on voice recorder and transcribed. These transcriptions will form part of the Annexures that will be attached to the Research Report. The content and responses will be analysed and properly formulated, and conclusions will be made according to the interpretation of the Researcher with assistance from the literature review.

3.5 Qualitative Questionnaire

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?*
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?*
- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?*
- *Question 4: Do you think leadership qualities are inborn or acquired?*
- *Question 5: How different is your day compared to those of other managers in your company?*
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers?*
- *Question 7: Do you think a good leader is also a good manager, and why do you say so?*

- *Question 8: According to you, what does it take to be a successful/good marketing leader?*

CHAPTER 4: RESEARCH RESULTS

For the purposes of this Study and due to the time constraints mentioned earlier, the Researcher decided to cover the widest possible range of industries.

Interviews will be held with respondents in the following industries:

- Engineering Consulting
- Medical Aid/Health
- IT procurement.
- Vehicle manufacturing
- Local Government
- Marketing and Leadership Consulting
- Strategic marketing consulting.

4.1 Interview Results

The results will firstly reflect the background of each respondent and then the results of the interview will be reflected according to the qualitative questions as mentioned earlier in this document.

4.1.1 Engineering Consulting

The Respondent is the Group Marketing Director, and is an Engineer by trade, who grew into Marketing. In their environment, due to the type of products they sell, a regular Marketer with a B.Com degree won't make it as he has to have knowledge of the engineering trade and all the hi-tech products and services they sell. The Respondent regards Marketing as an equally important function compared to finance and HR. The company sells professional services, they

work with specialists and the product is mainly intellectual capital, so it needs a dedicated Marketing function to market and sell the company and its products. He suggested that one also needs to look closely at the definition of marketing. The marketing function encompasses all the functions from strategy right through to finance. One Leadership quality is to know your business and know it very well and then to transfer that knowledge across the organisation.

The Marketing division consists of two sections, one who does corporate marketing such as brand reputation and media liaison. The brand should be held or improved continuously. The business development component handles the sales side of marketing which goes about selling of product and services. Regards each person that works for the company as a representation of the brand

Personal Background: The Respondent has been with the company for 21 years and is a qualified civil engineer. He started in the operational side of the business doing design work and acting as project manager on various occasions for approximately 8 years. Then CEO of that time tasked him to start up the Marketing division. At that stage it was based on activities such as formulating marketing strategy, branding and Public Relations (PR) and not so much the business development and sales side of marketing. Later on the business development side developed more fully. They identified 6 market segments and for each segment that. Each segment has a “segment specialist” that deals with the clients directly and tasked with the development of those markets. They must also identify new clients as well as new products and service lines. As a Manager, each day for him is different, and that is what makes him tick, as constant change and moving onto new ideas etc is what he wants. This could also be regarded as a quality of a leader, always seeking ways and means to improve and innovate. There are currently 12 people in his team

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* Firstly a good leader should have a lot of **energy** and be **inspired** himself, and then have the ability to use that focus and energy, to **inspire his followers**. A good leader is also **supportive**, and **usually empowers** his followers to become leaders in their own right. He should be a **good and clear communicator** and be **approachable as** well. A leader leads by showing a direction/goal/objective and then leads his organisation, people towards the identified objective, while keeping them happy and motivated along the way. He therefore has the **ability and experience to set specific strategic objectives**. The logistics behind reaching the goal is not the responsibility of a leader. The collective achievement of goals is also important.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* If you talk about other leaders, you are talking about leaders of various disciplines, such as financial- and HR Manager. There **are differences**, the **core fundamentals** for each discipline **allows for distinction** between them. (ex. HR and finance doesn't have the same focus) The **Manager of the finance** Department has a more **financial type of focus** as he is working with figures and financial management aspects. He does **not necessarily** have to be a **caring person** and take care of clients as it is not his job. Therefore he is more **business or results orientated**. **HR** side, if you are not a **people's type of person** and **have empathy** etc you will not do well as an HR manager. With **Marketing** you must have the **ability** to **think clearly** and to **see opportunities**. You also have to **communicate** very well and be able to be sensitive to and have the **ability to see client needs** and have the **ability to keep them happy**. The **function of marketing** is very much **strategic**, because if you **cannot think strategically and identify opportunities, and exploiting those opportunities, you will definitely not succeed**. Therefore in conclusion it can be said that it is different, as for each line function demand different types of leadership focus, although there could be an overlapping of leadership qualities. A person with good leadership qualities in general should be able to

lead a different line function, probably not as well as the current incumbent, as there are knowledge that needs to be learnt.

- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* You must be able to have strategic direction, in other words to know where you're going. You must be able to inspire your team. Leaders should be able to understand the strengths of their team members and then have the ability to use those strengths, making someone that is already good at something excellent. Thereby he ensures that the team is strong because a team is only as strong as its weakest link. And where there can be improvement, a good leader inspires his followers to do just that. They therefore have a concern for task and people. A manager must do the things the leader decided to do right.
- *Question 4: Do you think leadership qualities are inborn or acquired?* The way he thinks about it, you are born with certain talents, and then through experience and further development of leadership skills, those talents become strengths. And then those strengths become leadership qualities.
- *Question 5: How different is your day compared to those of other managers in your company?* The distinction needs to be made that this company has operational units as well as units that are involved in the day to day business of the company, turning out products or creating revenue. In the Respondent's component, there are managers that ensure that the wheels of the larger organisation keep on turning. If he has to compare himself to the other corporate managers, the one the one aspect that is similar is the hectic pace. Obviously there are differences, but the amount of pressure and stress is the same. It is different with regards to the issues he deals with, and this is determined by the discipline you are in. He might get confronted with issues

and challenges with the media or unhappy clients. A manager at finance will never be confronted with this.

- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers:* The position he was thinking of is that of the CEO or Chairman of the Board, as this is where the guy at the top is and from where the business is lead. In their industry and business and in the selling of intellectual capital, his answer would be the **Operations Manager**. As he is the one that really **should know the business** and the **objectives** and **services** that needs to be delivered. In his opinion his answer **would probably differ** if the **company** was set in **another industry** than in the Engineering Consulting and construction industry. For this particular Industry, the operations manager should be an Engineer that previously lead a design team, and then a larger team, and finally a region or sector or number of business units and has a good comprehension of the company's business model and the services they deliver. In their Business, the Financial manager "counts the beans" and report on what has happened. An **Operations manager is multi-talented** and understands the markets just as good as the Marketing manager. An Operations Manager **determines** what **types** of **products** there should be and **how it should be priced and delivered**. He determines where expansion should take place.
- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* He is of the opinion that if you **climb the corporate ladder** well and has the **potential** of **developing into a leader**, somewhere along the line you become a **manager first**. This is where you **hone your skills** and where you **further develop** your talents and acquire knowledge. He would be fairly concerned if he had to follow a leader that wasn't a manager at some stage, specifically a good manager. If this question was asked differently, if a **good manager** is also a **good leader**, his answer would be absolutely **no**. **Excellent Managers** might **not** have **leading abilities at all**. Therefore **good leaders** should

be able to manage well, since even the leaders at the top of an organisation have management responsibilities as well. If they are bad managers they will be wasting a lot of time in trying to manage things and not get to the things that leaders should be doing. Therefore the requirement for being a good leader is to be a good manager first.

- *Question 8: According to you, what does it take to be a successful/good marketing leader?* You should fundamentally believe in and live the same values and principles as the business you are working for and be aligned with them. Ultimately a good/successful marketing leader is somebody that looks well after the reputation, brand, and image of a company. A good reputation makes the rest of the marketing and sales job so much easier. A good marketing leader therefore lives, breath, eat, sleep and drink the values of the company. A good Marketing leader needs to be visionary as well and be able to identify opportunities and to convert that into successful and profitable business as Marketing is all about profit and that is the core fundamental of every business. A good Marketing leader should also have the ability to listen to, and understand client needs, thereby offering them what they want.

4.1.2 Medical Aid Industry

The Respondent has a Journalism qualification; she started at the Department of Health doing media liaison and Primary Health Care Marketing. Since then she moved to her current employer and has been with the Company for fourteen years. Initially she started as Media Liaison Officer and then the position evolved to handling all Corporate Communication aspects and Marketing Communication. She liaises closely with the Sales Department and the fund's product Development team. There are plans to split the Marketing and Communications Division, as it is impossible to focus on both aspects at the same time. (Member communication and the managing of the brand on the other side as well as developing of sales material) Her position is Senior Manager: Marketing and Corporate communication.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* The respondent is of the opinion that a good leader should be an **effective listener**, probably one of the most important aspects. A good Leader should also be able to **motivate his employees** and have **the ability** and **trust** in himself to **take risks and challenge** the status quo on a **continuous basis**. A good leader should also be **open minded** about new ideas and ways to do things. In addition, a good leader should also **have wisdom** and act as a **role model** for his subordinates.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* It is **different for each leader** in the organisation. For instance a **Process Manager** who is responsible for managing different processes possesses **different qualities** compared to for instance a **Marketing manager** who constantly **has to come** up with **new ideas** and market your product in different ways that appeal to a diverse group of customers and markets. There are **challenges** being a **process manager**, but it is **less challenging than** being a **marketing manager** who is in essence **responsible** for **growing** the **business**.
- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* The respondent is in **agreement** with this statement. It is required of a Marketing Manager to be **curious** and take **risks**, accept **challenges** and be **open-minded**, be **inspiring** and a **go-getter**. Yes there **are qualities** that **are similar**. All leaders should be **role models** for their subordinates. They should also possess a **sense** of **responsibility** and be **competent** in what they do as well as being **effective listeners**. They should have a **high sense** of **morals** and **values** and **set** an **example** by showing **ethical behaviour**.

- *Question 4: Do you think leadership qualities are inborn or acquired?* It is a mixture of both. You can have certain qualities that you are born with but if you neglect it you can lose it AND if you don't use it you lose it. So these qualities should be developed. You could have lesser qualities that you can develop with the assistance of mentorship and guidance over a number of years. Then there are leadership qualities that you can acquire and learn and these are normally the result from experience and know-how of the position and its requirements. What is important is having the motivation and drive to develop skills that could potentially turn you into a leader.
- *Question 5: How different is your day compared to those of other managers in your company?* The respondent is not exactly sure how the days of other managers in her organisation is and what they do each day. In her environment this is numerous tasks and events taking place within one day and normally a lot of brainstorming as well as interaction with other people both inside and outside the organisation is required. The position is more outward focussed than inward focussed. The Respondent is not managing an administrative process such as the assessment of clients etc. She does Creative advertising, generating of new concepts and ideas. She drafts communication- and marketing strategies and arranges brainstorming sessions around product development. What also happens is copywriting for brochures and managing staff. Networking with other departments in order to get them to deliver better service so that they can enrol new members quicker. The respondent and her team also assist the sales teams with the compilation of presentations.
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers:* The respondent has two minds about this. Due to her background, she would have to say a Marketing Manager as then you will take the company forward while marketing the product. BUT what she has learnt over the years is the HR managers tend to have a better feel for the company

and its employees. If you get an HR manager that is really good in his job, you might find that he has the ability to involve expertise from other functional areas in order to manage the company. Their CEO was an HR manager before and according to her it is working well as he has the ability to liaise effectively with all the departments. According to the respondent, Financial Managers only tend to be focussed on the bottom line and that's it and they sort of disregard all the other important aspects, specifically, they aren't people focussed. On the other side HR Managers tend to be people focussed. Anything that is outside the norm or current processes can be regarded by Operational Managers as a threat, in other words they aren't risk takers. HR managers listen to all sides of the story and then come to a decision.

- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* The Respondent is not in agreement with this. A person can be a great leader but not a good manager. A leader is someone who people naturally follow through their own choice, whereas a manager must be obeyed. A manager may only have obtained his position of authority through time and loyalty given to the company, not as a result of his leadership qualities. A leader may have no organisational skills, but his vision unites people behind him.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* For this respondent, the answer to this question is basically the same as the first question asked in the interview and she didn't mention any additional points that could be of value.

4.1.3 Interview with a Marketing Manager, in Local Government Sector

Before the respondent joined her current employer, she was employed at the Human Sciences Research council. She was a teacher as well before that. She has an MBA from the University of Kwa-Zulu Natal, specialising in strategic Marketing. She has been employed at the comp for 11 years. Her duties include marketing, and branding of programs. One big initiative they are working on now

is to introduce one colour by which the Company can be identified. The brand implementation strategy has been completed and must start with the implementation phase. Their greatest challenge is political involvement, because a phase can be continued, approval must be given. There are 13 marketers in her division, doing operational, work related marketing. Other duties include international investment – and tourism marketing, as well as council affairs marketing.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* **Listening skills** are extremely important. A good leader needs to be **flexible** as well, **innovative** and have the ability to make **quick decisions** and stand by what was decided. This is important for **prioritising** of tasks. A good leader also needs to be **committed** to show that he/she is **willing** to be there with her team.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* She is in agreement with this statement. **Marketing leaders** need to have some **innovative** abilities, because **no program** or **event** is the **same**. The **pressure marketing** leaders **experience** is **high compared** to the pressure and stress levels of other **managers**. They handle a **huge amount** of **projects** at the **same** time, each demanding its fair share of attention. **Financial leaders** need to be **very strict** and **follow policies** to the **letter**. They must also be very **knowledgeable** about what they are doing
- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* The respondent is in agreement with this statement. **Marketing leaders** need to be **flexible**, **innovative** and also have **huge amounts** of **energy** and the **ability** to

communicate well. This is very important as they are continuously meeting new people and are the "face of the Company".

They therefore need to be sociable and have the ability to present themselves and the Company well. Introverted people might find it very difficult to be in a marketing environment. They all have to be organised and decisive and have good decision making skills. They have to provide direction for their teams. Good communication skills are essential. Good leaders have to be able to operate in a team environment and operate as part of a team and they need to be accessible, especially in a flat organisation structure.

- *Question 4: Do you think leadership qualities are inborn or acquired?* The respondent feels that this is a mixture of both. There are people who have been trained and gone to school and they are supposed to know what leadership is all about. When it comes to the application there-off the personality takes over and enhances what was learnt. On the other side of the coin, a person may know what is expected of him/her, but their personality type is not conducive towards leadership behaviour. In other words, a person can be a leader through the application of knowledge and life skills that were acquired. Then you also get leaders who are born, for instance traditional leaders who never had any schooling. Leaders in traditional African court do very well and some are born leaders, because they have the ability to look at a situation, and then have the ability to provide direction and guidance. This is done without any knowledge regarding leadership or leadership theory.
- *Question 5: How different is your day compared to those of other managers in your company?* The respondent's days are extremely hectic and highly charged. There are many things that need to be done at one time. The fact that the respondent is in the face of the public all the time, has a great impact on this.

- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers* HR Manager. They are supposed to have a good understanding of people, as how they work and function under different conditions. They would understand that people are the key resources to the success and survival of any organisation. They are also supposed to lead organisations through periods of change providing the necessary support and training. On the other hand, and Operations manager might also be a god choice in the sense that they provide structure, and if you are structured and organised, then you should know how the different pieces of an organisation fits together.
- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* Being a good manager doesn't mean that you will become a good leader. Managers tend to focus on processes and systems. For leaders: if you provide direction, it doesn't necessarily mean that you have to follow everything to the letter, as you are supposed to introduce new things. Managers see to it that things that are planned are executed well.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* Energetic and innovative behaviour, flexibility and creativeness. One also needs other important management skills such as being organised.

4.1.4 Interview with the Marketing and Communications Manager for a Company in the vehicle manufacturing industry

She has been in this position for 13 months. Previously, she worked as a Communications Specialist in the same division looking specifically at above-the-line communication. She has been with the company for about 9 years. Responsible for launches, communication, website, Customer Relations Management (CRM), point of sale material, dealer communication and

advertising. In her team she has a brand communications specialist looking specifically at brand advertising and communication, a retail specialist looking after dealer network in terms of their advertising, an events specialist looking after all events and sponsorships, a team of four people that do CRM. Within the CRM team there is a person responsible for all campaigns. She also has an administrator that handles all the payments, invoices and general administration.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* Being a good leader is firstly to **understand** what your **responsibilities** and **capabilities** are, as well as that of your **team**. Without this you won't have a target to aim towards. A good leader should also have the **ability** to **listen**, **experience** and **observe** a situation and **make** a **decision**. A very important quality is good **people skills** as both a manager and a leader. There are various ways of describing people skills but the fact of the matter is you are working with people and your skills in handling them will determine the outcome of their job as well. You should be able to **communicate responsibilities** and **give feedback**. A **good leader** should also have the ability to **earn respect** in the **right way**.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* Absolutely. Firstly it **differs** because of the **different personalities** of managers, leaders. The **stronger** a certain **quality** is, the **more** it would **relate** to the **direction** and **career** that the person is in. If you have a **person** that is very **strong** in an **analytical** way he would probably work in **Finance** where there is **not** a **great deal of people working directly with him**. **Operational managers** are your more **senior managers** that have the ability to **see** the **bigger picture**. In the respondent's business environment, the Top **Managers** have the responsibility of **selecting** their management **team** to **compensate** for each other's **weaknesses** and **enhance strengths**. Therefore these Top Managers should have the **ability** to **identify** the **strengths** and **weaknesses** of their management team in order to

make sure that he creates a stable environment in which to do business. A manager's personality, background, career and responsibilities determine the leadership qualities that would be more effective.

- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* Any manager would say that their environment is very stressful. A marketing manager's stress is related to very urgent deadlines at all times. Therefore a leadership skill/quality would have to be time management, stress management. A marketing leader should understand the aims of the various Departments that feed the information to him and he has the ability to summarise this information and put it into a format that other people would understand. Especially in a mechanical environment of you speak to the product division they assume that you know what a motorcar is and what it can do. And then they have to put that information into a consumer acceptable form that communicates the technical aspects but also the emotions and brand-value of it. So you must have the ability to detach yourself from the company and say you are a consumer now and this is what I would like to see and this is what makes me attracted to the brand. She doesn't necessarily agree with the statement that Marketing people are more expressive, because if you have the ability to analyse a situation and put yourself in the consumer's situation, and have the ability to look at advertising, understanding advertising in whatever means it presents itself, then you can be a very good marketing manager. One of her employees is an introversive person but does an exceptional job in advertising.

Depending on the environment, the skills should be there. Having the ability to manage time is of vital importance. One other critical factor is the ability to listen, whether it is when you get an instruction from management, or whether you need to understand what the strategy is.

- *Question 4: Do you think leadership qualities are inborn or acquired?* It is a bit of both. She believes that certain parts are inborn, as not everyone is a leader. She also believe that as in a country such as SA where we have to develop leaders, it proves the statement that leadership can be developed. No leader is perfect when he or she starts as skills are developed as you go along.
- *Question 5: How different is your day compared to those of other managers in your company?* Her day never ends, as they have so many deadlines and there is always something happening. Her days are more hectic in the sense of running around as she is rarely at her desk and when she gets there she has a lot of administration tasks to attend to. They travel quite extensively when it comes to events or dealer visits. So it differs from a “normal” manager that is mostly office based and definitely always longer. An internal joke in the company says that when you start in Marketing, your position profile says you are available 24 hours, seven days a week, 365 days of the year, so there is no time to relax in marketing.
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers* for her it is the person that has the ability to do all of the above management functions. She would however select an operations manager. BUT as a financial manager or a marketing leader could also be a good company leader. Their Chairman is an Engineer, before him a Marketing Manager was the CEO. It proves that any leader could be the Chairman of a Company depending on the leadership qualities of that person and in addition it brings in good dynamics to a business if you choose leaders from different backgrounds. The respondent has never seen an HR manager heading a company. You need to compare the position, abilities and personality of the leader when it comes to the position, and also the requirements of the company.

- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* Not necessarily being a **good manager** is **one** of the **qualities** of a **good leader**, but a **good leader** is **not necessarily** a **good manager**. Putting direction into a company and managing the direction taken are two different aspects. And this is why it's important in high-end businesses if you have a leader that can provide strategic direction and then have a team or board of directors that then has to manage it.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* Being a good Marketing leader is firstly to **welcome criticism**, as their job is much more “visible” than any of the other management positions as it is always seen by clients and personnel of the company. The **ability** to **handle** any **criticism** and **turn** it **around positively** and work on it is very important. The ability to **communicate** and **express** yourself in the correct manner to your peers and employees and to **understand** the **direction** of the **business** is **vital** in Marketing. A successful marketing manager has the **ability** to **promote creativeness** and also bring it to **reality**.

4.1.5 Interview with a consultant- expert in Marketing, Advertising and Strategic Management and planning.

He has worked in Private practise (currently), Academic institutions (UP) as well as the advertising industry. Human Sciences Research council. His academic background is in Communications with specialization in advertising and advertising strategy. Over the past 15 -20 years has advised companies on various elements of business strategy and on leadership development.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* Most of the definitions of leadership imply that a **good leader** is someone who is able to **influence people**, according to the respondent. He regards **influence** as a **crucial part** of any view on **leadership**. Influence in this sense is used not so much in terms of manipulation but more in terms of going

beyond motivation and being inspirational. Thereby a climate of commitment is created amongst the particular leader's followers rather than only compliance. So it goes beyond telling people what to do and they do it. It is something that causes a leader's followers to be committed; thereby the followers do what they do, because they want to.

- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* One should approach this from the other direction. It might be possible that in overall terms certain disciplines and the people who work in those disciplines would probably become better leaders than people working in other disciplines. This is because leadership is essentially relational; the relationship between a leader and his followers. Just by looking at different functions in an organisation, the people working in some functions will simply not be good relational leaders. For instance, the Respondent is currently doing work for a revenue institution, doing brain profiles of all the employees. These profiles indicate various preferences in terms of the different brain areas. And it became clear in an organisation focussed predominantly on figures and facts; the inclination to focus on relationships is smaller throughout the entire organisation. So one would probably find that in some of the more operational functions, that the people following that career path would have to work a little harder when it comes to the relational aspect of leadership. For instance if one looks at the Marketing and Human Resources functions, these two disciplines seem to imply that those leaders would be relationally a little more at ease than leaders/managers of some of the other functions. And they possibly have the potential to become leaders easier. The respondent found that in all his work done on leadership and in books he has written, it became clear that the essence of leadership is a set of attitudes and not a set of competencies. Leaders have attitudes that are perceived by their followers in a way that make them perceive those leaders as real leaders. For instance, if one asks a group of people to identify a good leader that they know about and then ask them to list the things that they think

made that person a good leader, one would get a list of attitudes and not skills.

Then when one investigates this list of attitudes, these are aspects that are intangible, like sincerity. Therefore, the emergence of leadership in an organisation is defined by an attitudinal relationship between leaders and followers.

- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* According to the respondent it is unavoidable that they would be more outward directed in terms of what the organisation does as the market lies outside the organisation and not inside. Therefore Marketing Managers should take charge of the sensory and perceptive elements of the organisation. They scan the environment looking at what is happening in the market. They look at what the competition is doing and look forward in terms of what may conceivably happen in the future. At the same time, the respondent suspects that they might lack the kind of reality check, as some of the other operational functions might be more realistic and maybe a little more conservative. Marketing Leaders should be open and receptive to risk taking.

The relational aspect must be the same. The primary function of any business leader is to lead his followers forward in line with what the organisation wants to achieve. Unfortunately, too many organisations place the emphasis when they develop leadership on the development of individuals and send them to a variety of workshops and courses. Leadership in an organisation is not an incidental collection of individual traits; it is rather a collective dynamic. And that is why it's important that an organisation should have shared mental models of leadership throughout the organisation. Each organisation should determine what qualities they look for in leaders. Organisations that do this will have commonalities in leadership qualities throughout the whole organisation. However when one talks about individual leaders in different functions, the

relational aspect is extremely important. Most people who emerge as leaders in an organisation will all have a certain level of relational competency, the kind of relationship that inspires people.

- *Question 4: Do you think leadership qualities are inborn or acquired?* The respondent feels that **all leaders are born** but **not all people that are born, become leaders**. He believes that leadership can be developed, because you can make a decision to lead. It is possible that leaders in an organisation can decide to show the behaviour of leadership and not simply act in their capacity as leaders. Then **decide on a set of attitudes** that will be characteristic of the organisation and then they strive to live out those attitudes. Therefore, in many organisations, leadership is a decision that you make and then you have to manage the implications of your decision. **One has to work hard at becoming a leader as it takes time to develop** those qualities that make you a leader.
- *Question 5: How different is your day compared to those of other managers in your company?* As the respondent functions in his own management consultation environment, his answer to this question would not have been of any relevance to the study and therefore it is not included in the preliminary results of the interviews.
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers* The respondent can't answer this in any absolute terms but he can say that with the transition from singular bottom-line (financial performance) to triple bottom-line, stakeholder relationship management has become extremely important. And therefore he feels that the **time has come for people in the Marketing and Communications functions to start taking the lead in organisations**. If they're not the top leaders, then they can at least advise top management. They would probably be better and more natural leaders than those managers in other functions. People that do well operationally in

organisations are often pushed into leadership positions while they are not necessarily the best leaders.

- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* Ideally, in organisations, it is the good managers that should be aspiring to become leaders. In the respondent's mind, leadership is excellent management plus the ability to see the bigger picture and to lead your people relationally towards that higher, better place than the one the organisation is in currently.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* This depends on what you mean by referring to someone as a leader. If you say that leadership is the ability to identify good and profitable future marketing opportunities for the company, this refers to one kind of marketing leadership. It refers to the ability to do the kind of futuristic anticipatory Marketing and environmental scanning and goes about having the ability to read the market. This differs somewhat from leading people in an organisation. A marketing leader should take the initiative as well as the primary responsibility for the marketing function in the organisation by demonstrating an outward looking market oriented sensitivity and the ability to see future trends and opportunities. A good marketing leader should have the ability to guide, lead and inspire the marketing practitioners in the marketing division.

4.1.6 Interview with the Marketing Manager at IT Company in the Government Sector

The respondent started her academic career with a BSc. Degree. After completion, she started her career as a Maths and Science teacher. After sometime she felt this wasn't a challenge anymore and started with Student

career counselling, leading her to complete a Masters degree in Education, at Ohio University in the USA. At a later stage in her career she was head hunted by COMPANY to lead IT training and functional support. Restructuring lead to her being responsible for establishing the Employee well-being department. She saw that Marketing was stagnant and ended up as a Marketing Director at COMPANY. Through initiatives, the focus moved from the issuing of promotional items and events, to a more strategic marketing focus and branding and brand building. In the Marketing function there are 15 people. The responsibility of the marketing function in COMPANY is to build and position the COMPANY brand, image building and ensuring that the organisation's market share continues to grow.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* A leader should be able to think outside the box because environments and the world of work are very dynamic. If a person is to lead, and point direction, he has to be able to think outside the box and be flexible. Another leadership quality is to be adjustable without being influenced too much about the situation. A leader determines a direction in which a company is going and identifies ways and means to make the company and his team sustainable. A good leader also has to bring in an element of passion amongst his employees for the organisation. If you don't have passion for your work and what you do, you will not be able to be a good leader.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* Other leaders in an organisation don't have the same level of interpersonal skills and emotional intelligence than marketing leaders. And they don't need to understand the people's thinking that much and they also don't need to be sensitive to their way of doing things.

- *Question 3 Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? Which leadership qualities, if any, do you think are the same? If so, what would they be?* Everything a leader in marketing does has to do with communication. Marketing leaders have to be extremely organised, since they have to work with a lot of issues simultaneously.

Good people skills, being organised.

- *Question 4: Do you think leadership qualities are inborn or acquired?* It is a combination of the two. A leader has to have the DNA for it, and if a person has the potential to become a good leader, it is a matter nurture/nature. You must also then have the ability to be able to let others teach you on what the essence of a leader is. If a person's environment sends leads to him that he is good in what he does and thereby build confidence, it can show that a person is good in what he does and have the ability to become a leader.
- *Question 5: How different is your day compared to those of other managers in your company?* While managing her daily duties, there are other external factors that influence her functioning. These have a direct influence on the direction she takes and the way she does her planning. She has a more direct type of interaction with external clients and that determines what she should be focussing on. Other managers aren't influenced by that.
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers* The ideal leader would be the Marketing Manager. As this function would understand the market and external environment an organisation functions in, as well as the direction the market is going. A marketing manager would therefore be able to set the direction of the company to be able to move in the same direction as the market. He would also be

conscious of brand equity and be mindful of the fact that running an organisation is not only external, it is also internal. The image that you portray will determine whether the business will grow or not. A Marketing manager would bring in an appreciation of the figures and what needs to be done to market the company and grow the business. If you are to run a business, you also need to look at your internal brand. The fact that the Marketing function touches every part of the organisation makes it even more obvious.

- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* The respondent is in agreement with this statement in the sense that as a leader you have to determine the direction in which the company is going, and you have to be able to determine the direction in which the company is going. This must be done in such a way that the people that are following you believe in you. If people believe in you, you must be able to motivate them, manage them. And for this you have to be perceived as being organised. The respondent is also of the view that being a good manager doesn't necessarily mean that you will become a good leader. A good manager may just be focussed on doing planning and managing in general.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* Firstly, thinking out of the box, being creative and having your ears on the ground. A good marketing leader needs to be aware of what is going on around him in the market. You also have to be sensitive to your environment and to the messages that are communicated.

4.1.7 Interview with a Strategic Marketing Specialist-

The respondent owns a company that specialises in strategic marketing solutions. She has a strong Marketing and Communications background and studied at the University of Pretoria, at which she is nowadays a part-time lecturer. Her consultancy works with companies across a diverse range of

industries on strategic marketing issues as well as operational and communications issues.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?* A good leader is **visionary** and **looks ahead**, especially at his company's **strategic environment**. In addition it is also someone who is **confident** and has a **strong personality**, someone that is always there, **motivates** and **inspires** as well as someone that is really **driven** and supports his/her people. This type of person also **instils confidence**, and it is also someone who **stands for something**. Obviously a good leader also has followers, people that are there out of their own free will.
- *Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?* **Yes** it is different for business leaders. According to the respondent, there are 4 **qualities for a business leader**. Firstly you have to have a **clear vision**; it has to be someone with a very strong purpose and idea of the future. It is someone that can **manage change**, who is not afraid of it and usually embraces it. It is someone that can **make things happen**. Lastly it is important to work with people, and to **foster good working relationships**.
- *Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?* The **core features for a good leader in the business environment would be the same**. This was discussed in the previous point.

For marketing leaders: A marketing leader has to be exceptionally **good at managing change**. This is so because a marketing manager is **out there** and at **the forefront**, in other words, they consistently have a **changing landscape** (competitors, markets). Marketing leaders have to be **very strategic**. Other

leaders in an organisation that are part of departments that follow a set agenda, don't have to think strategically. Marketing leaders have to understand different products, the minds of their consumers as well as competitors. All of these have to be understood that you actually reach your profit goals and grow your market. You also have to be able to work under tremendous pressure as you not only have to make decisions quickly; they have to be good as well. A marketing leader has to be able to work with both left (logical) and right (creative) brained people. Good and strong people skills are also extremely important, as a marketing leader works with all types of employees and is not only focussed on the internal environment, but on the inside of the organisation as well.

- *Question 4: Do you think leadership qualities are inborn or acquired?* It is a bit of both. In some cases people are born with qualities to look at the bigger picture, to manage change and to work well with different people, they basically automatically motivate and inspire people. And then you find people that learn these qualities as they go along and gain more knowledge and experience.
- *Question 5: How different is your day compared to those of other managers in your company?* The pressure on a marketing manager is greater, as you often have to think on your feet; you have to be in touch with your market. This is caused by the fact that you can't control your environment, and therefore no single day is the same as the previous one.
- *Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation and why? Options are: Operations, Financial, Marketing and HR managers* In general it is someone that really leads your company, and someone that has a 360 degree view of the company and its environment. It is someone that understands the marketing field, has a feel for the operations side and has a very strong financial sense and has the need to work with and through people. So it has to be someone that thinks broader than each of the

disciplines listed above. If the respondent has to choose one, it would have to be the **marketing manager**. But then this **person has to be a strong pure marketing thinker**, and not just a marketing and communications thinker. It has to be someone that **has a true sense of what marketing is about**, someone **that understands where you have to be** from a financial point of view, understand the market in a strategic way. The respondent **won't put a pure communications person** near the top of an organisation. It further **depends on the type of person**. If that person is **internally focussed**, he **wouldn't be the best leader for a company**. The **best** leader would be **visionary, and understand the market**, and has the **ability** to **work with operational managers**.

- *Question 7: Do you think a good leader is also a good manager, and why do you say so?* The respondent feels that if someone is a **good leader**, he is able to **manage as well**. However, a **good manager is not** necessarily a **good leader**. A **good manager** probably **knows how to manage tasks, people** and their job descriptions. So you can be a **good leader**, but **lack the ability of looking** at the **environment and manage change**. You can also be a good leader, but lack the **ability to inspire people**.
- *Question 8: According to you, what does it take to be a successful/good marketing leader?* The **core qualities** are the same that was discussed in the first question (visionary **Confident and has a strong personality, motivates and inspires, really driven and supports his/her people**. Good leader also has followers, people that are there out of their own free will. Stands for something also instils confidence) in addition to this, you need to be **able to work under extreme pressure** and be **very good with people** and be **aware** of what is going on in **your environment**, and **adapts well to changes** in both **the external as well as internal environment**.

COMPARISON OF RESEARCH RESULTS

This section will be done in table format. Each question will be analysed for key words and the Researcher will aim to identify commonalities between the responses.

- *Question 1: Which qualities should a person have in order to be regarded as a good leader?*

Respondent	Analysis of answer
Respondent 1	Energetic, inspiring, supportive and empowers employees. Good and clear communicator and approachable. Has the ability to set specific strategic objectives.
Respondent 2	Effective listener, motivational, believes in own abilities, take risks, challenge status quo. Open minded regarding new ideas. Has wisdom and acts as role model for subordinates.
Respondent 3	Good listening skills, flexible, innovative, quick decision making ability, can prioritise tasks. Is committed and willing to be there for his/her team.
Respondent 4	Understand own capabilities and responsibilities. Good listening skills and relevant experience. Good people skills. Good communicator. Earn respect in the right way.
Respondent 5	Ability to influence followers. Is motivational and inspirational. Creates a climate of commitment. Followers follow him willingly.
Respondent 6	Think outside the box. Flexibility. Adjustable to various conditions. Vision to see where company is going and make team sustainable. Passionate about work.
Respondent 7	It is someone who is visionary and looks ahead, as well as at the strategic environment. Is confident and have a strong personality. The person motivates and inspire, is driven and instils confidence and

	stands for something
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Question 2: Do you think it is different for business leaders or other leaders in your organisation? Why would you say it is different?

Respondent	Analysis of answer
Respondent 1	There are differences between various managers. Finance manager has financial type of focus, not needed to be a caring person and is more business or results oriented. HR must be a people's person and have empathy. Marketing manager needs to think outside the box and see new opportunities, must communicate well and be outgoing. Must think strategically
Respondent 2	Each leader needs different qualities. Function of management position determines type of personality and qualities (inward, outward focussed) as well as. Level of responsibility and accountability also great determinants
Respondent 3	Marketing managers need to be innovative, the pressure of different management positions differ. Financial managers particularly need to give big attention to detail.
Respondent 4	Personalities of managers play great role. Strong qualities determine the direction. Analytical person should move into finance, people skills not that important. Operational managers need to think holistically, has ability to choose teams to complement each other. Background, career, responsibilities determine what leadership qualities should be more effective.

Respondent 5	Certain managers would make better leaders. They must be able to establish relationships. This is determined by the type of organisation. Marketing and HR is relational a little more at ease than other managers. The emergence of leadership in an organisation is defined by an attitudinal relationship between leaders and followers.
Respondent 6	Other leaders in an organisation don't have the same level of interpersonal skills and emotional intelligence than marketing leaders. And they don't need to understand the people's thinking that much and they also don't need to be sensitive to their way of doing things.
Respondent 7	It is different for business leaders. There are 4 qualities for a business leader. Firstly you have to have a clear vision. It is someone that can manage change, who is not afraid of it and usually embraces it. It is someone that can make things happens. Lastly it is important to work with people, and to foster good working relationships.

Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities, if any, do you think are the same?

Respondent	Analysis of answer
Respondent 1	Strategic direction, inspiring behaviour. The use of team strengths to make team excellent. Continuously seeks improvement, and has a concern for task and people. A manager must do the things the leader decided to do right.

Respondent 2	Marketing managers should be curious and take risks, accept challenges, are open minded, inspiring and a go-getter. Similar qualities are being a role model, sense of responsibility, competency and effective listening skills. Moral and ethical behaviour is also important.
Respondent 3	Marketing leaders must be flexible, innovative, energetic and good communicators, they need to be sociable and present themselves and the company well. Similar qualities are to provide direction, communication skills are important, and leaders must operate in a team environment. Lastly they need to be accessible.
Respondent 4	Marketing managers need to handle stress more than other managers. They have to know goals and objectives of all the departments in an organisation. They always need to put themselves in the shoes of the customers. Even an introversive person can be a good marketing manager. Similar qualities are good time management skills and the ability to listen
Respondent 5	Marketing managers are more outward directed. They are more sensory and perceptive regarding organisation environment. Lastly they are more receptive to risk taking. Similar qualities are relationship building and the leading of followers to organisation objective. Similarities are also dependant on organisation's ability to determine qualities they look for in leaders. The relational aspect of leadership should be the same at all levels.
Respondent 6	Everything a leader in marketing does has to do with communication. Marketing leaders have to be extremely organised, since they have to work with a lot of issues simultaneously. Similar qualities are Good people skills, being organised.
Respondent 7	The core features for a good leader in the business environment would be the same. This was

	discussed in the previous point. A marketing leader should be good at managing change. He is out there and always visible. Works with a changing landscape and has to be very strategic and understand different products as well as the minds of their consumers. Must be able to work under tremendous pressure and take decisions quickly. They have to work with both left (logical) and right (creative) brained people
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Question 4 : Do you think leadership qualities are inborn or acquired?

Respondent	Analysis of answer
Respondent 1	Born with talents which are developed through experience. Talents become strengths become leadership qualities
Respondent 2	Mixture. Born with qualities, neglect it and loose it. Should be developed. Can acquire as well through experience and know-how. Motivation important factor to develop skills to become a leader.
Respondent 3	Mixture. Training teaches you what leadership is all about. Personality determines what is learnt and applied. You may know what is expected of you but personality not conducive towards leadership. Born leaders simply know what to do without knowledge of leadership behaviour.
Respondent 4	Bit of both. Certain parts inborn as not everyone are a leader. In SA context leadership is developed so it could be acquired as well. Leadership skills are developed throughout life.
Respondent 5	All leaders are born, but not all people become leaders. Can be developed, individual can make decision to lead and select behaviour which is determined by attitudes. Leadership is very hard as it takes hard work to develop as a leader.

Respondent 6	Mixture. If person is potential leader, matter of nature/nurture. You must be able to be taught by others, the environment sends leads to you whether you are making a success or not.
Respondent 7	In some cases people are born with qualities to look at the bigger picture, to manage change and to work well with different people, they basically automatically motivate and inspire people. And then you find people that learn these qualities as they go along and gain more knowledge and experience

Question 5: How different is your day compared to those of other managers in your company?

Respondent	Analysis of answer
Respondent 1	A similar aspect is the hectic pace, amount of stress and pressure. What is different, is the issues respondent deals with such as media or unhappy clients. For instance a finance manager wont have to deal with this.
Respondent 2	Numerous tasks and events. Brainstorming and creative thinking and communication both internal and external to organisation. Works with all the departments, and not within her own alone.
Respondent 3	Extremely hectic and highly charged. There are many things that need to be done at one time. The fact that the respondent is in the face of the public all the time, has a great impact on this
Respondent 4	Days are never ending and filled with deadlines. Rarely in her office. Travels quite extensively. Basically there is no time to relax.
Respondent 5	As the respondent functions in his own management consultation environment, his answer to this question would not have been of any relevance to the study and therefore it is not included in the preliminary results of the interviews.

Respondent 6	External factors influence respondents functioning. Interaction with external clients is more direct, while other managers don't experience that type of interaction on a daily basis.
Respondent 7	Work under high pressure. No day is the same. You have to think on your feet and be in touch with your market

Question 6: In your opinion, who would be the best/ideal leader for your company/ organisation?

Respondent	
Respondent 1	Operations Manager. He should know business, as well as objectives and services. This might however differ between industries. A Finance manager is only concerned with figures and counting the beans. Operations Manager should know the market very well and determines what type of products there are and how it should be priced and delivered.
Respondent 2	Marketing manager, as you can take the company forward. An HR manager has a better feel for company and its employees can get the best out of all departments. Finance managers focus on figures and not people while HR managers are people focussed.
Respondent 3	HR Manager has good people understanding and that they are key resources to success and survival of organisation and can lead organisation through periods of change. Operations manager can also be a good choice as they provide structure and know how the different pieces of organisation fits together.
Respondent 4	Operations Manager, but it depends on the leadership qualities of a person. You need to compare the

	position, abilities and personality of the leader when it comes to the position, and also the requirements of the company.
Respondent 5	The respondent can't answer this in any absolute terms but time has come for people in the Marketing and Communications functions to start taking the lead in organisations
Respondent 6	A Marketing manager understands the external environment and market direction and sets direction of company. IS always conscious of brand equity. The fact that the Marketing function touches every part of the organisation makes it even more obvious.
Respondent 7	In general it's someone that leads the company and has a 360 degree view of the company and environment. This person understands the market, has a feel for the operations side, and has a strong financial sense and the desire to work with and through people. Therefore it would be the marketing manager. Must be a strong pure marketing thinker and have true sense of what marketing is about. Wont won't put a pure communications person at the top. An internally focussed person wouldn't be the best leader for a company. The best person is visionary, and is understanding of the market.

Question 7: Do you think a good leader is also a good manager, and why do you say so?

Respondent	
Respondent 1	All leaders are managers first. This is where skills and talent development takes place. However a good manager may not be a good leader, since they might not have leading abilities at all. Therefore the requirement for being a good leader is to be a good manager first.

Respondent 2	A great leader may not be a good manager. People choose to follow leaders whereas a manager must be obeyed. Manager gets authority from his position and not because of leadership qualities.
Respondent 3	Good manager doesn't equal good leader. Manager focus on processes and systems, and leaders provide direction and introduce new things. Managers execute a leaders plans
Respondent 4	Being a good manger is a leadership quality. But a good leader may not be a good manager. Giving direction and managing it is two different aspects. You should have leaders that provide strategic direction and managers who manage it.
Respondent 5	Ideally, in organisations, it is the good managers that should be aspiring to become leaders. In the respondent's mind, leadership is excellent management plus the ability to see the bigger picture.
Respondent 6	As a leader you have to determine the direction and it must be done in such a way that the people that are following you believe you. You must be able to motivate them and manage them. And for this you have to be perceived as being organised. Being a good manager doesn't necessarily mean that you will become a good leader.
Respondent 7	Good leader has to be a good manager. But a good manager, is not necessarily a good leader, he might know how to manage tasks and people, but lacks the ability to inspire people, and to look at the environment and manage change.

Question 8: According to you, what does it take to be a successful/good marketing leader?

Respondent	Analysis of answer
Respondent 1	Personal and business principles should be aligned. You must look well after the brand and reputation of the company. Living the company values is important. You must have vision and identify new market opportunities and convert them into profit. You should have good listening skills and understand the needs of clients.
Respondent 2	For this respondent, the answer to this question is basically the same as the first question asked in the interview and she didn't mention any additional points that could be of value
Respondent 3	Energetic and innovative behaviour, flexibility and creativeness. One also needs other important management skills such as being organised
Respondent 4	You must welcome criticism and have the ability to promote creativeness and also bring it to reality. You must understand the direction of the business and have the ability to handle any criticism and turn it around positively and work on it is very important. The ability to communicate and express yourself in the correct manner to your peers is also important.
Respondent 5	You must take the initiative as well as the primary responsibility for the marketing function in the organisation by demonstrating an outward looking market oriented focus. You must have the ability to do Marketing and environmental scanning and it goes about having the ability to read the market as well as the ability to identify good and profitable future marketing opportunities
Respondent 6	Thinking out of the box and being creative. Be aware of what is going on around you in the market and to be sensitive to your environment

Respondent 7	You must be visionary, confident, have a strong personality, motivates and inspires, really driven and supports his/her people. This person is able to work under extreme pressure and is very good with people. He is aware of his environment and adapts well to changes in the external as well as internal environment
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CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.

5.1 Discussion of Research results

5.1.1 Question 1: Which qualities should a person have in order to be a good leader?

- *Literature:* according to the Literature review done in Chapter 2, good and successful leaders have high motivational levels and efficiency ratings. They tend to be forward looking in the identification of obstacles and look for ways and means to circumvent them. Good verbal and non-verbal communication skills are also important. Good leaders try to influence followers by applying their strong conceptual skills in conveying the meaning of something. They believe in themselves and possess high energy levels and are able to handle stressful situations effectively. To be effective, a leader needs to have all the skills and knowledge his/her position requires to perform at high levels. EI is the extent to which a person is attuned to both his own feelings and those of others, and is important for effective leadership.

Good leaders are emotionally stable and act assertively in high pressure situations. In addition, they are enthusiastic about their work and are extremely diligent. Phrases such as high energy levels, intuitiveness, maturity, team orientation, empathy as well as charisma are often associated with effective leadership.

- *Responses:* Good and clear communication skills are extremely important. The respondents also felt that a leader has to have effective listening skills and good leaders need to empower their employees. Flowing from empowerment are qualities such as inspiring, supportive, motivational. If a leader demonstrates these qualities, commitment from followers is created, and in addition, it demonstrates that the leader himself is committed to the task and the organisation. This leads to a leader earning respect in all the right ways, and it results in followers following their leader out of their own.

A good leader also needs to be able to take quick decisions, and through the belief in his abilities, the status quo is often challenged. Good leaders need to be visionary and have the ability to see in which direction the organisation is heading.

- *Discussion:* The respondents' answers to this question compares favourably with the literature review done. The qualities that each one has listed are covered in some or other way in the literature. This leads the Researcher to the conclusion that the respondents have a good idea of what is required to be a good leader and that they apply it in their working environment.

5.1.2 Question 2: Do you think it is different for business leaders or other leaders in your organisation? And why would you say it is different?

- *Literature:* There is no clear distinction made in the literature between leadership in business and leadership in general.
- *Responses:* After the interviews were conducted, it surfaced that the respondents interpreted this question differently to what the Researcher intended. However this discussion will provide some insightful information.

In general a business leader should have 4 leadership qualities: Firstly, they must have a clear vision. In addition, they can manage change, and isn't afraid of it and usually embraces it. It is someone that can make things happens. Lastly it is important to work with people, and to foster good working relationships. There are differences between various managers in an organisation and the leadership styles they apply and the function often determine the leadership qualities that are important. According to the respondents, each leader has different qualities and their personality also plays a great role in the leadership style they apply.

Financial Managers need not to be caring, are analytical and people skills aren't that important. They also should give great attention to detail. HR managers are more focussed on relationships and tend to have more empathy with their followers. Operational managers need to think more holistically and often have the ability to choose teams in which the members complement each other. Marketing Managers must be outward focussed to see new opportunities, and they need to be innovative.

- *Discussion:* There seems to be basic leadership qualities that are required to succeed in business. The type of management position a person is in, determines the leadership style and this has an impact on the leadership qualities that are required to succeed. More focussed research will shed some light on this issue and the researcher is confident that he would be able to develop a leadership model for each management position in an organisation that will ensure a closer fit between the person and the organisation.

5.1.3 Question 3: Do you think marketing leaders have different leadership qualities compared to other leaders in an organisation? If so, what would they be? Which leadership qualities do you think are the same?

- *Literature:* According to the review done, marketing leaders should be hands on and value driven, in addition they allow their subordinates to be creative and they allow them to implement some of their own ideas. Although there is no clear distinction between marketing leaders and other leaders in an organisation, there are a few leadership qualities that are essential for marketing leaders. Among them are oral and written communication skills, formal business qualifications, and good communications skills, interpersonal and analytical skills, as well as problem solving abilities. They should also be willing to learn from their subordinates and be able to work in teams.
- *Responses:* Marketing leaders give strategic direction, and inspire their people. They use their team's strengths to make the team great. In addition, they are

curious and take risks, accept challenges, and are open-minded go-getters. Other leadership qualities that surfaced are flexibility, innovativeness, good oral and written communication and energetic behaviour. Marketing leaders need to handle stressful situations more often. This is due to the fact that they are the face of the company and have to present themselves and the company well. What adds to the stress levels is the fact that marketing leaders have to know the objectives of all departments in the organisation as well as their objectives. Taking these aspects into account it is safe to say that marketing leaders are more outward directed. This requires from them to be sensory about their environment. They need to embrace change and be able to work with a diverse range of people.

All leaders should be role models, have a sense of responsibility and good listening skills. A good leader also provides direction, and needs to be accessible for his employees. Good management skills are also important, as well as good people skills and being organised.

- *Discussion:* The responses given during the interviews, corresponds with the literature review done. It reveals promising insights that give the Researcher enough reason to do more focussed research. There seems to be definitive leadership qualities that could be related to marketing leaders. If these distinctive qualities could be taken on their own, and further investigated, one would most probably be able to develop a model for marketing manager selection.

5.1.4 Question 4: Do you think that leadership qualities are inborn or acquired?

- *Literature:* The trait approach suggests that leadership qualities are inborn and is determined by the personality of the individual. The Behaviour approach suggests that there is a link between certain activities managers perform and their link with effective leadership behaviour. The implication of this is that one

can assume that leadership qualities can be acquired through experience and learning in a leadership position.

- *Responses:* All respondents felt that it is mixture between the two. One enlightening response that surfaced was that we all are born with talents. You develop these talents through experience to develop them into strengths. These strengths become leadership qualities. One's personality determines whether you will use those qualities to be an effective leader. However, you can also get born leaders that simply know what to do without any knowledge of effective leadership behaviour.

In the South African context you get leaders who are specifically targeted for leadership development. Through this training and development programs, they develop leadership skills. To conclude this discussion: In some cases people are born with qualities to look at the bigger picture, to manage change and to work well with different people, they basically automatically motivate and inspire people. And then you find people that learn these qualities as they go along and gain more knowledge and experience.

- *Discussion:* The literature's view is confirmed by the responses. Therefore one can safely say that a good leader and the qualities he possesses is a result of being born with certain leadership qualities or talents, and that these qualities are further developed and refined, through experience and learning. It is essential to develop leadership skills and qualities, otherwise they might be lost.

5.1.5 Question 5: How different is your day compared to those of other managers in your company?

The aim of this question was to begin the process of identifying the skills and leadership qualities that one would use in the selection and identifying of marketing leaders.

- *Literature:* Although no clear distinction is made in the literature between the days of different managers in an organisation, there are a few common aspects. Effective managers are able to handle stressful situations and establish greatness with a combination of high will power and personal humility.
- *Responses:* Similar aspects are the hectic pace, as well as the presence of stress and pressure.

Aspects that are unique to marketing leaders according to the respondents will be discussed in the next section. A marketing manager often has to deal with external media and unhappy clients, other managers are fairly isolated from this. Marketing managers have to brainstorm and come up with new ideas almost on a daily basis. They have to handle communication both internal and external to the organisation and have to work with all the departments on a daily basis. They and their divisions are continuously in the face of the public and have to handle many tasks at once. Marketing managers often have to travel quite extensively and are rarely in their offices. Finally, in order to succeed, they have to be in touch with the market and be aware of what is going on in their external environment, whereas other managers are mostly isolated from this.

- *Discussion:* From the responses the conclusion can be made that Marketing managers have to possess above average communication and people skills. They need to be more creative than other managers in their organisation and need to multi-task and possess high energy levels. Their focus is mostly outward based and therefore they have to be curious, as well as intuitive and must possess the ability to detach themselves from their company and look at it as well as the business environment from an outsider's perspective.

5.1.6 Question 6: In your opinion, who would be the best or ideal leader for your organisation?

- *Literature:* There is no indication in the literature that one specific leader would be the best option to lead the organisation.
- *Responses:* the Operations manager could be a good choice as he should know the business as well as its objectives. He should also know the market very well and decides on the type of products there should be as well as how it should be priced and delivered. These managers also provide structure and know how the whole organisation is put together.

Marketing managers are supposed to take the organisation forward. The way the industry and business in general is structured, almost paves the way for the Marketing function to start taking the lead in organisations. One more reason why a marketing manager would be the best leader for an organisation is the fact that they should understand the external environment of the organisation as well as the direction the market is going. This almost gives them the power to determine the direction of the company. The marketing function touches every part of the organisation, making the choice of an ideal leader even more obvious.

According to some of the respondents, an HR manager could also lead an organisation very effectively as they tend to focus more on the people aspect, and should have the ability to get the best out of their employees.

- *Discussion:* The respondents seems to be somewhat divided on this issue. What is clear that the type of organisation, as well as the industry in which it functions, have a determining effect. The facts and supporting arguments for a marketing manager to lead an organisation, leads the researcher to believe that a marketing manager would be the best option to lead a company. A good leader has a 360 degree view of the company and its environment. This person

understands the market, has a feel for the operations side, and has a strong financial sense and the desire to work with and through people. Therefore it would be the marketing manager. However, he must be a strong pure marketing thinker and have true sense of what marketing is about.

5.1.7 Question 7: Do you think a good leader is also a good manager and why do you say so?

- *Literature:* There is no clear indication in the literature that a good leader is also a good manager and vice versa. However, Collins (1996) developed a hierarchy of capabilities that describes the different levels of leadership in a modern organisation. At each level capabilities and leadership are discussed that can be attributed to the managers of that level. Taking this into account, one can assume that a good leader has to be a good manager since these managers demonstrate certain leadership qualities that are essential to take their organisations forward.
- *Responses:* The respondents are somewhat divided in this matter. All leaders are managers first. During this stage the development of skills and talent takes place. Being a good manager is a leadership quality; leaders provide direction and introduce new things while managers see to it that those plans are executed. The responses can be summarised by the last respondent's answer: "A good leader has to be a good manager. But a good manager, is not necessarily a good leader, he might know how to manage tasks and people, but lacks the ability to inspire people, to look at the environment and manage change".

Ideally in organisations, it should be the good managers that should aspire to become good leaders.

- *Discussion:* What is clear is the fact that a good leader has to be a good manager. However being a good manager doesn't automatically qualify you as a good leader. There are excellent managers that get the work done, but they lack the ability to progress any further as they either don't possess leadership qualities or lack the desire to progress any further.

5.1.8 Question 8: According to you, what does it take to be a good/successful marketing leader?

- *Literature:* There isn't much evidence given by the literature review done by which a set of specific leadership qualities for marketing leaders can be defined. However mention is made of a few qualities/indicators that could be indicators of excellence.

Good marketing leaders start immediately with whatever needs to be done. They understand the needs of their customers and subordinates and allow their subordinates to be creative and apply their own ideas. These leaders plan an active role in the establishment of value systems in the workplace and see their people as the main sources of gains in productivity and profitability. Good and successful marketing leaders also have the ability to focus continuously on the areas of distinctive competence and put procedures in place that ensure their management team is efficient. Finally, they have a good idea of knowing when to control what needs to be done and when to withdraw.

- *Responses:* Good marketing leaders align business and personal principles, and by doing this, they live the company values. They have the ability to read the market in order to identify new market opportunities and convert them into profitable ventures. Good listening skills as well as understanding the needs of clients are important. They are energetic, flexible and creative themselves and allow their employees to be creative as well and they are organised managers. Good communication skills are extremely important. Lastly they are confident individuals and have a strong personality that enables to motivate and inspire

their subordinates. This type of person is able to work under extreme pressure and is very good with people.

- *Discussion:* It seems as if good/successful marketing leaders generally have the same leadership qualities compared to other leaders in an organisation. Common qualities are energetic behaviour, flexibility and creativeness. Good communication skills are essential as well, and through this, individuals with strong personalities inspire and motivate their employees. The ability to work under pressure is also a common leadership quality of good and successful leaders.

5.2 Conclusion of research results

The respondents interviewed for the purposes of this study were from a diverse range of industries. An enlightening aspect was that most of their answers were more or less the same. This leads the Researcher to believe that these individuals have years of experience in leadership positions. This is reflected by the fact that the respondents have a good idea of what is required to be a good leader and that they apply it in their working environment.

There are a set of basic leadership qualities that are the same for all the leaders/managers in an organisation. There are differences between various managers in an organisation and the leadership styles they apply and the function often determine the leadership qualities that are important. Each leader has different qualities and their personality also plays a great role in the leadership style they apply. What distinguishes marketing leaders is the fact that they should be more outward focussed, more creative and visionary than their counterparts. This requires from them to be sensory about their environment. They need to embrace change and be able to work with a diverse range of people.

Marketing leaders are more strategically focussed and are in general more open-minded. They are continuously in stressful situations and need to be able to manage it very well in order not to lose the plot. Most leaders only have to be knowledgeable about their division; Marketing leaders have to know everything about anything in their company.

It surfaced that leadership qualities are both inborn and acquired and that all individuals are born with certain talents or qualities that need to be developed by learning and experience for them to turn into good leaders.

Marketing managers often have to deal with external media and unhappy clients, other managers are fairly isolated from this. Marketing managers have to brainstorm and come up with new ideas almost on a daily basis. They have to handle communication both internal and external to the organisation and have to work with all the departments on a daily basis. They and their divisions are continuously in the face of the public and have to handle many tasks at once. Marketing managers often have to travel quite extensively and are rarely in their offices. Finally, in order to succeed, they have to be in touch with the market and be aware of what is going on in their external environment, whereas other managers are mostly isolated from this.

Surprisingly the best manager to lead an organisation would be a Marketing Manager. They are supposed to take the organisation forward. The way the industry and business in general is structured, almost paves the way for the Marketing function to start taking the lead in organisations. One more reason why a marketing manager would be the best leader for an organisation is the fact that they should understand the external environment of the organisation as well as the direction the market is going. This almost gives them the power to determine the direction of the company. The marketing function touches every part of the organisation, making the choice of an ideal leader even more obvious.

It seems as if good/successful marketing leaders generally have the same leadership qualities compared to other leaders in an organisation. Common qualities are energetic behaviour, flexibility and creativeness. Good communication skills are essential as well, and through this, individuals with strong personalities inspire and motivate their employees. The ability to work under pressure is also a common leadership quality of good and successful leaders.

5.3 Recommendations

Focussed research is required to shed more light on this issue. It will lead to the generation of profiles for all managers in an organisation, specifically for marketing managers. This will assist organisations in the recruitment and selection of the ideal candidates. Modern day business has become more competitive and for the organisation to survive, its assets, the personnel, have to be managed more effectively. A detailed correct and relevant profile will shorten the recruitment and selection process, and shorten the time the individual will need to adapt in the business environment.

Organisations and the external business environment need to change their perception of the marketing function. Marketing is much more than promotions, events and “bells and whistles”. It is a profit driven function, which has a big impact on the profitability and survival of an organisation. Therefore organisations should focus on the development of the skills and leadership qualities of their marketing managers. Therefore training programs should focus on the development of creativeness, communication skills and stress management. They should also be given training in the various other disciplines in the organisation, such as Finance, HR, Operations and Strategy.

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