CHAPTER 8:CONCLUSIONS AND CURIOSITIES

8.0 **Introduction**

The study managed to achieve the following:

- Examine the challenges of organisational transformation in emerging economies with special reference to Zimbabwe;

- Develop a theory/model (and elaborated it) to resolve the sixteen   identified challenges.

This was done through:

- Examining the experiences of four Zimbabwean companies regarding organisational transformation;
- Identifying points of convergence of experiences of the chosen companies regarding organisational transformation;
- Identifying points of divergence of experiences of organisational transformation;
- Spotting those issues that trigger organisational transformation;
- Exploring the best practices in organisational transformation; and
- Ultimately developing a theory/model (and elaborating it) to resolve the transformation challenges of companies in emerging economies using the four Zimbabwean companies as anchors.

This Chapter summarises the major findings and conclusions as well as provides some curiosities, caveats and prospects for future research.

8.1 **Summary of Major Findings and Conclusions**

8.1.1 **Constructs**

Twelve tentative constructs were the basis of this case-based theory building study. After an initial entry into the field and analysis of resultant data, the tentative constructs increased to fourteen. Each of these was tentatively defined after within-case data analysis. The cross-case data analysis yielded the refined definitions. The fourteen contructs, tentative definitions and refined definitions are reflected in Figure 8.1.

I recommend that these fourteen constructs be a basis for replicating this study in other companies in Zimbabwe and other emerging economies.

Figure 8.1: The Fourteen Constructs

CONSTRUCT	DEFINITION	REFINED DEFINITION
Triggers of transformation	Critical incidents that the organization has to respond to for its survival.	Clusters of forces that create motion in & around an organization.
Best practices of transformation	Tried & tested ideas & ways of conducting business that can be migrated within & across organizations & environments.	Tried & tested ideas & ways of conducting business that can be benchmarked against.
Key players	Those actors influencing others through their credibility, capability & commitment.	Any stakeholders operating as the 'seed carriers' of new ideas & new practices.
Time	Pilot group's flexibility & control over its own energy & priorities.	Enough flexibility & control of events allowing people involved in change to devote energy towards reflection & practice.
Help	Coherent, consistent, knowledgeable coaching, guidance & support.	Coherent, consistent, knowledgeable coaching, guidance & support to develop internal resources needed to build capacity for ongoing transformation.
Relevance	Presence of a clear, compelling business case for learning.	Making a case for transformation, articulating an appropriate business focus & showing why new efforts, such as developing learning capabilities, are important for individuals & business.
Walking the talk	The match between espoused values & actions.	Fully living up to the new values espoused by the transformation.
Fear & anxiety	Concerns about exposure, vulnerability & inadequacy triggered by the conflict between increasing levels of candor & openness among members of the pilot group.	Concerns about exposure, vulnerability & inadequacy triggered by the conflict between increasing levels of candor & openness and low levels of trust among people involved in transformation.
Assessment & measurement	Establishing the degree of success of the transformation effort.	Establishing whether the transformation effort has achieved the desired results/outcomes.
Belief	The extent of polarization in belief about the transformation effort.	The extent to which the convictions of organizational members over the transformation effort are polarized.
Governance	The legitimate autonomy of a pilot group to act in tune with existing power & accountability structures.	Power & accountability structures set up to focus the transformation effort.
Diffusion	The ability to transfer knowledge across organizational boundaries, making it possible for people around the system to build upon each other's success.	The process by which an entire organization & its external partners learn from the experiences of the transformation.
Strategy & purpose	Where the business is going & what the business is there for.	Revitalizing & rethinking the organization's intended business focus, its contribution to the community & its identity.
Success	The achievement of desired results/outcomes.	Meeting, and better still, exceeding stakeholder needs & expectations.

8.1.2   The Sixteen Challenges

The use of fourteen constructs resulted in the unearthing of sixteen challenges faced by each of, some of or all the four companies in the study. The challenge areas, emerging challenges and refined challenges are reflected in Figure 8.2

Figure 8.2: The Sixteen Challenges (continued on next page)

CHALLENGE	EMERGING CHALLENGE	REFINED CHALLENGE
1. Role of national culture in transformation	Organisations that transform in Zimbabwe have to anchor such change on national culture.	Organisations that transform in emerging nations have to anchor such change on national culture to narrow global inequities between developed and emerging nations.
2. Use of relevant national languages	Organisations that transform in Zimbabwe have to use relevant national languages to convey and embed the new different ways of doing business to all relevant stakeholders.	Organisations that transform in emerging nations have to use relevant national languages to convey and embed the new different ways of doing business to all relevant stakeholders.
3. Land redistribution	Organisations that transform in Zimbabwe will have to promote an equitable pattern of land redistribution.	Organisations that transform in emerging nations will have to promote an equitable pattern of land redistribution.
4. Economic reform and poverty reduction	Organisations that transform in Zimbabwe have to conduct business aimed at sustaining long-term high rates of economic growth driven by agriculture in order to alleviate poverty.	Organisations that transform in emerging nations have to conduct business aimed at sustaining long-term high rates of economic growth driven by agriculture in order to alleviate poverty.
5. Employment creation and entrepreneurship.	Organisations that transform in Zimbabwe have to create employment and upscale entrepreneurship to enable the state restructure its economy and compete globally.	Organisations that transform in emerging nations have to create employment and upscale entrepreneurship to enable the states restructure their economies and compete globally.
6. Ecological harmony	Organisations that transform in Zimbabwe have to engage in safety, health and environmental programmes to enhance the quality-of-life of employees and communities.	Organisations that transform in emerging nations have to engage in safety, health and environmental programmes to enhance the quality-of-life of employees and communities.
7. Boosting investor confidence	Organisations that transform in Zimbabwe have to contribute towards the reduction/elimination of (trans)national conflicts, crime, including corruption, in order to boost investor confidence.	Organisations that transform in emerging nations have to contribute towards the reduction/elimination of (trans)national conflicts, crime (including corruption) in order to boost investor confidence.

Figure 8.2: The SixteenChallenges (continued from previous page)

8. Value-enhanced products and services.	Organisations that transform in Zimbabwe have to (re)brand value-enhanced products and services for the global market.	Organisations that transform in emerging nations have to (re)brand value-enhanced products and services for the global market.
9. Consensus building amongst stakeholders.	To succeed in leading change in their companies in Zimbabwe, managers need to forge an institutional framework and process for consultation and consensus building amongst stakeholders on the make up of reform programmes.	To succeed in leading change in their companies in emerging nations, managers need to forge an institutional framework and process for consultation and consensus building amongst stakeholders on the make up of reform programmes.
10. Institutional capacity building.	Organisations in Zimbabwe need to build institutional capacity to minimise/eliminate the gap between designed plans and their implementation.	Organisations in emerging nations need to build institutional capacity to minimise/eliminate the gap between designed plans and their implementation.
11. Gender consciousness	Organisations in Zimbabwe need to move to a higher level of consciousness in gender relations by engaging in gender analysis in order to empower women.	Organisations in emerging nations need to move to a higher level of consciousness in gender relations by engaging in gender analysis in order to empower women.
12. Role of international lending institutions.	In the design and implementation of reform programmes in Zimbabwe, non-state actors will have to assist government assess the role of international lending institutions.	In the design and implementation of reform programmes in emerging nations, non-state actors will have to assist governments assess the role of international lending institutions. Business leaders will have to play a pivotal role.
13. Privatisation	Managers of companies to be privatised in Zimbabwe are to undertake the privatisation process transparently, informed by a stakeholder driven team. Such privatisation is to be an effective role for the indigenisation of the economy.	Managers of companies to be privatised in emerging economies are to undertake the privatisation process transparently, informed by a stakeholder driven team. Such privatisation is to be an effective role for the indigenisation of the economies.
14. Culture of non-performance	There is need to attract and retain capable staff to arrest the movement of non-performing staff across Zimbabwean companies.	There is need to attract and retain capable staff to arrest the movement of non-performing staff across the public sector, non-governmental organisations and the private sector in emerging nations.
15. Consensus based systems.	The cultivation of trust and credibility between key stakeholders in the constitution making process is critical. Business leaders in Zimbabwe have to play a critical role.	The cultivation of trust and credibility between key stakeholders in the constitution making process is critical. Business leaders in emerging nations have to play a critical role.
16. Transfer of positive lessons from political to economic liberation.	Companies in Zimbabwe have to harness positive methodologies used during the struggle for political liberation to foster economic liberation.	Companies in emerging nations have to harness positive methodologies used during the struggles for political liberation to foster economic liberation.

356

The sixteen challenges were confirmed through an intensive literature search of what obtained in Zimbabwe, regionally and globally that was relevant to organisational transformation.

I recommend that in the replication studies recommended in 8.1.1 above, checks for the recurrence of these challenges be made.

8.1.3   The Seven Themes

From the within-case and cross-case analysis, nine emerging themes were synthesized to seven. The seven themes and elaborated theme statements appear in Figure 8.3.

Figure 8.3: Elaborated Themes

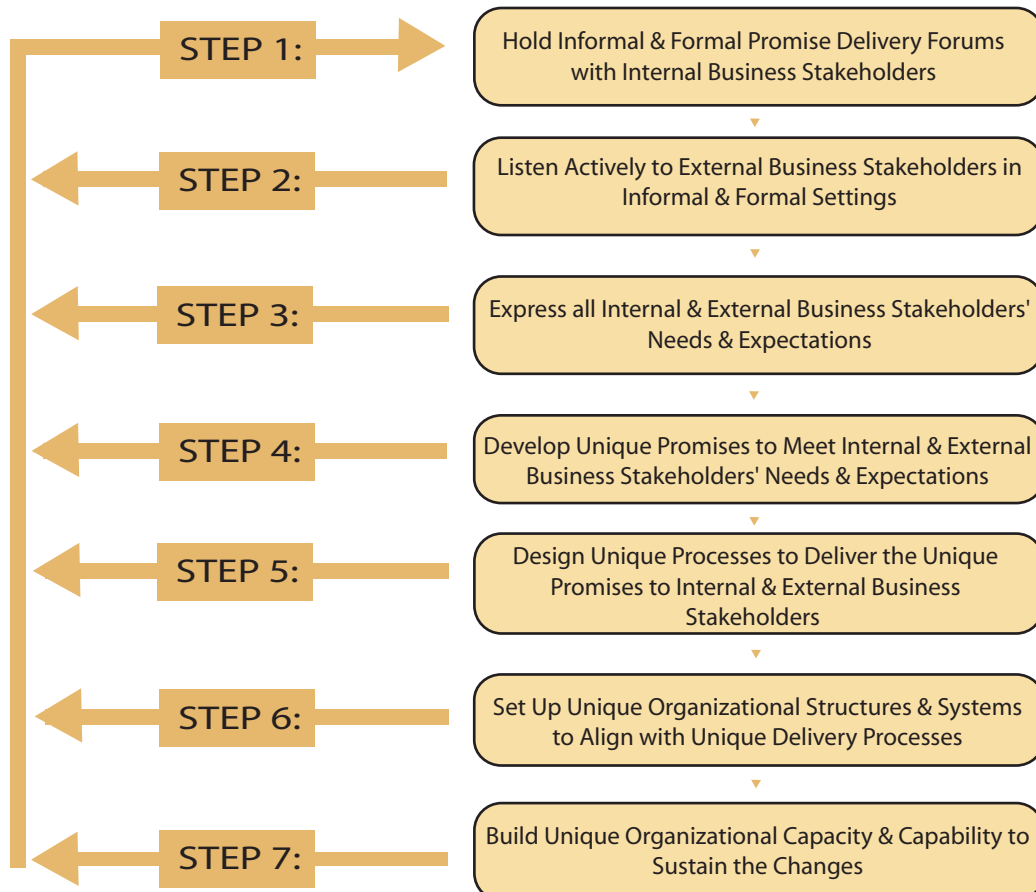| ELABORATED THEME	ELABORATED THEME STATEMENTS
1. Staff.	Holding collaborative promise delivery forums with staff.
2. Business stakeholders.	Collaborative listening to business stakeholders.
3. Needs & expectations.	Collaborative expression of stakeholder needs and expectations.
4. Promises.	Collaborative development of distinctive promises.
5. Value Streams.	Collaborative designing of distinctive Value Streams.
6. Structures & systems.	Collaborative setting up of distinctive structures & systems.
7. Capacity & capability	Collaborative capacity & capability enhancement.

8.1.4   The Emerging Model: The Madzivire Transformation (MaTra) Model

The seven themes were used to come up with an emerging theory/model - the Madzivire Transformation Model (the MaTra model).

The MaTra model reflects that ***organisational transformation revolves around changing needs and expectations of (internal and external stakeholders), changing promises, changing delivery processes, changing structures and systems and changing capacity and capability to sustain the change***. Two other critical elements of the emerging theory/model are ***capturing the changing needs and expectations of internal and external stakeholders***.

Grippingly, none of the four cases in the study reflected an effort that catered for all the seven MaTra elements. The closest was the home-grown FINANCE process model.

Figure 8.4: The Madzivire Transformation (MaTra) Model

STEP 1:	Hold Informal & Formal Promise Delivery Forums with Internal Business Stakeholders
STEP 2:	Listen Actively to External Business Stakeholders in Informal & Formal Settings
STEP 3:	Express all Internal & External Business Stakeholders' Needs & Expectations
STEP 4:	Develop Unique Promises to Meet Internal & External Business Stakeholders' Needs & Expectations
STEP 5:	Design Unique Processes to Deliver the Unique Promises to Internal & External Business Stakeholders
STEP 6:	Set Up Unique Organizational Structures & Systems to Align with Unique Delivery Processes
STEP 7:	Build Unique Organizational Capacity & Capability to Sustain the Changes

This MaTra model has more elements to change, compared to Newman & Nollen's (1998:207) findings based on a study of 6 Czechoslovak (one country only) companies from one industry (manufacturing). The two also came up with an elaborated model of radical change and say:

> We were able to develop a testable model that includes facilitators of radical change (starting resources and capabilities, competitive conditions, and leadership), the most important things to change (strategy and systems), and the effect of national culture on the change process.

Thus, Newman & Nollen only found two elements (strategy and systems) to change. Insights from Newman & Nollen's (1998:206) include:

> We have also observed in the Czech Republic that changes in strategy and supporting systems are prerequisites for radical change. In particular, system change appears to play a larger role in these firms than previously hypothesized in Western firms. We suggest that this is so because new systems are necessary for new core values, which themselves are necessary for radical change.

Thus, there are more intricacies in the MaTra Model as compared to Newman & Nollen's.

8.1.5   The Elaborated Model: The Madzivire Collaborative Transformation (MaCoTra) Model

The MaTra model in this study was elaborated to include the common thread of 'collaboration' from an African perspective. The elaborated model (the Madzivire Collaborative Transformation model - MaCoTra) is shown in Figure 8.5.

Figure 8.5: The Madzivire Collaborative Transformation (MaCoTra) Model
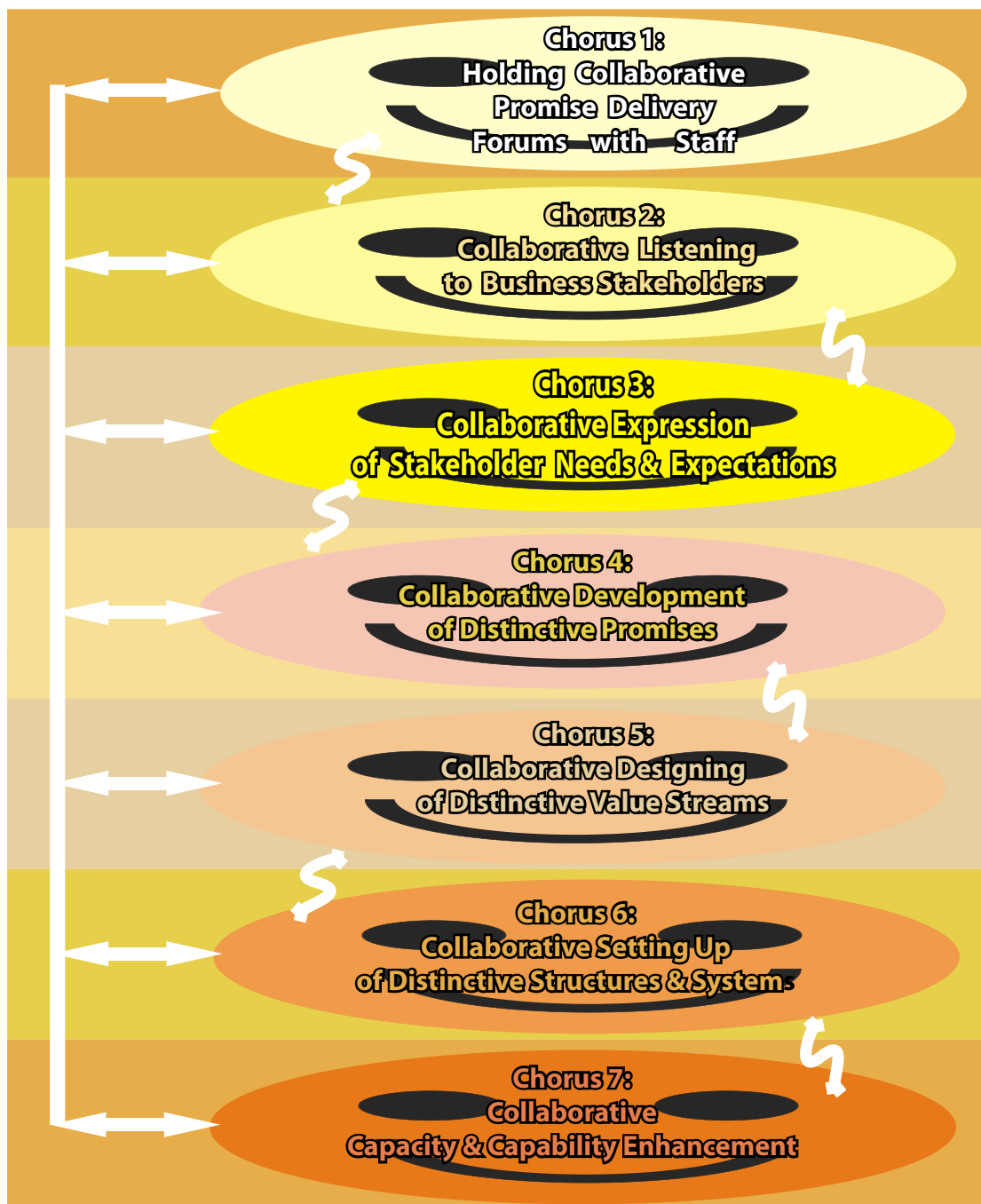
The MaCoTra model integrates relevant Western and non-Western ideas producing a different and unique theory/model of organisational transformation that celebrates similarities and differences between cultures.

This is consonant with the pointers from Booysen & Beaty (1997) in connection with the South African context, Harvey, Carter & Mudimu (2000) comparing work values and motives among Zimbabwean and British managers, and Tidjani & Noorderhaven (2001) in an exploratory study with a special focus on Africa.

Booysen & Beaty (1997:15) say:

> The South African workplace reflects many diverse cultures including European, African, Asian, Middle Eastern, and others, and people from the same cultures in South Africa frequently differ along regional and ethnic lines, reflecting a workplace that Beaty describes as a cultural cocktail.

Whereas Harvey, Carter & Mudimu (2000:723) argue:

> There is increasing evidence showing that Western management theories, of motivation and work values in particular, need to be adapted to the local cultural features of independent African countries.

And Tidjani & Noorderhaven (2001) suggest:

> Existing studies show that national cultures influence governance and economic performance. Sub-Saharan Africa, however, is sparsely covered in international comparative culture studies, and the existing studies suffer from a Western bias.

With the opening up of the national borders, there is much mobility of workers from diverse groups to the extent that this statement may be applied to the whole of Southern Africa.

The MaCoTra model is based on the metaphor of choruses, reflecting both non-linear and linear linkages. The metaphor of a chorus is used to depict the significance of songs in African bonding. Indeed, a personal commitment to transform an organisation with others calls for bonding around values, visions, missions and strategies. This is a remarkable departure from the steps, phases, and stages espoused in most of the cited Western change literature. This also emphasizes the need to appreciate that the MaCoTra philosophical base has emerged to be Ubuntu - 'I am because we are' - focusing on both independence and interdependence.

Hence change interventions may be through individual or multiple MaCoTra choruses, with the organisational song connecting all organisational members in a choir of transformation.

Change leaders have to bear in mind that although extant change literature is mostly around steps, stages, acts and phases; change does not necessarily occur and cannot be implemented in a neat, clear-cut fashion. Booysen and Beaty (1997:12), for example point out:

> Instead of a controllable process, more often than not, change occurs rather haphazardly and chaotically, in spurts and not event by event.

What was startling to find was that leadership and/or the quality of leadership was more of a given. It was a significant issue only in PLEASURE where the death of PL1 (considered a servant leader) resulted in a variety of crises, including leadership crises and mass resignations. This necessitated the need to integrate servant leadership and African leadership in the MaCoTra model through the inclusion of relevant work from Secretan(1997;1999) and Mbigi (1997;2000). As indicated in Chapters 2 and 6, both these futurists have the spirit as a basis of transformation.

8.2 Curiosities, caveats and future research

8.2.1 Curiosities and caveats

I argue that case-based theory building research from Eisenhardt's (1989) 'Process Of Building Theory From Case Study Research' is ideal for situations like the ones faced by companies in Zimbabwe from 1980 to 2000.

In connection with case-based, theory building research in their study in the Czech Republic, Newman & Nollen (1998) assert:

> Events that had potentially tremendous effects on firms unfolded in unpredictable, and uncontrollable ways. Firms grappled with change in very unfamiliar territory with few guideposts and even fewer good role models. The exogenous changes that triggered company-level change were extraordinary and pervasive. These were ideal circumstances for case-based, theory-building on the process by which radical change was undertaken.

I also assert that these sentiments are applicable to my study in Zimbabwe.

From the cited literature, it is interesting to note that no researcher has applied Eisenhardt's process in the African context, which is a limitation in itself. There was therefore no enfolding literature on the Eisenhardt process to compare against, other than that available from the west and Eisenhardt herself.

An interesting feature around the African perspective of collaboration is that it is characterized by intense background lobbying. Opinion leaders play a critical role in the process. A quick assessment of the power and politics dynamics in the Zimbabwean companies studied reflected that, on the surface, power and politics reside in concentric circles from the top leadership down the hierarchies to the shop floor as shown in Figure 8.6

Figure 8.6: The Madzivire Concentric Circles of Power and Politics in Organisations

SHOP FLOOR
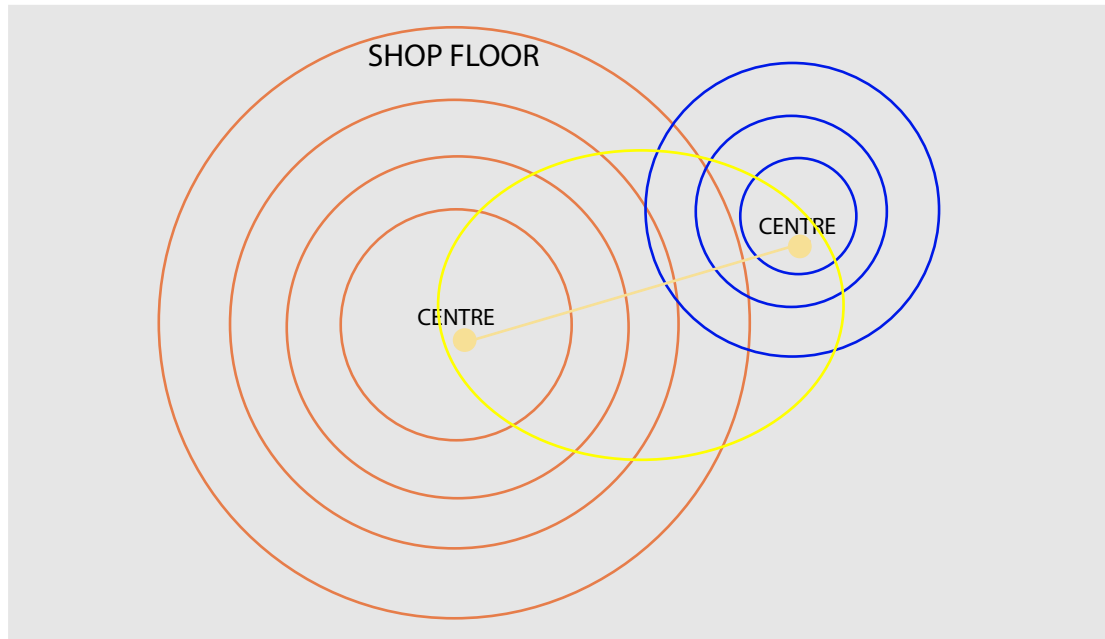
CENTRE

CENTRE

Deeper analysis given the issue of background lobbying and the three sectors discussed above, however, revealed that a shop floor worker may be in the centre of power circles in either national politics or civic society. Other shop floor workers in similar positions may be connected to the top leadership and wield a lot of power through such relationships. Such shop floor workers, for example, may influence the direction of transformation efforts.

The unanswered question is: How may organisational leaders harness the energy of opinion leaders in different concentric circles to spearhead transformation?

8.2.2 Future research

The propositions put forward are representative of unanswered questions. The challenge is for other researchers to test the propositions.

Figure 8.7 captures possible areas for further study from the within case analysis.

Figure 8.7: Possible Areas of Further Study as Propositions

POSSIBLE AREA	PROPOSITION
1. Contextualisation of business issues.	Contextualisation of business issues is a prerequisite for success of transformation efforts.
2. Natural disasters.	Natural disasters like drought trigger major change. There appears to be a 10-year drought cycle for Zimbabwe.
3. Interface between Government, business and civic society	Transformational business leaders need to thoroughly understand the interface between business, government and civic society.
4. Managing the Interface between key power blocks.	Success in business transformation is dependent on the ability to manage the interface between key power blocks.
5. Effective management of conversations.	Successful organisational transformation is a function of the effective management of conversations.
6. Key stakeholder blocks.	The role of state institutions, political parties and civic society is a major determining factor in the shaping of organized business in a society.
7. Lack of consultation and polarisation.	The lack of consultation on major economic issues and governance often leads to polarisation of positions between states, civil society and the private sector.

8.3 Overall Conclusion

The Eisenhardt (1989) eight step process used in this study guaranteed both internal and external validity. This is because steps 3, 6 and 7 (selecting cases, shaping hypothesis and enfolding literature) have built-in features to ensure such validity.

The sample of companies is representative of four business sectors in Zimbabwe. I assert that the results of the study may be generalizable to theory and other companies in Zimbabwe.

Generalisability to African companies outside Zimbabwe may be lower given the diverse nature of cultures. Hence there is need to replicate the study in other sectors not covered in Zimbabwe, other African countries and emerging economies outside Africa.

As pointed out under findings and conclusions above, there is need to systematically test the elaborated theory in a larger sample of companies and to extend the research to other emerging economies outside Zimbabwe.

I am prescribing the MaCoTra model to those organisations in emerging economies that intend to embark on transformation.

APPENDIX 1: Semi-structured Interview and Focus Group Discussion Guide

Punctuated Equilibrium Paradigm

1. Describe the changes that have taken place in your company as from 1980 to 2000.

Initiation

2. What prompted the changes?

3. Who were the key players?

4. Indicate the time available for the initial stages of the change(s) in this company.

5. Highlight the kind and quality of help that was needed for the change.

6. Describe whether the change initiative was relevant for people's personal goals and business objectives.

7. Indicate whether those advocating the change were 'walking the talk'.

Sustenance

8. Highlight whether fear and anxiety were acknowledged as part of the change process.

9. Describe how progress was assessed.

10. Indicate whether the company was split into groups of those who believed in the change and those who did not believe in it.

Redesigning

11. Describe the power and accountability structures that were set up during the change.

12. Highlight how the entire organisation learnt from the experiences of the change initiative.

13. Describe how new ideas about purpose and strategy influenced thinking in the company.

14. How successful were the changes?

APPENDIX 2: Request to Study a Company

I am conducting a study on the challenges of organisational transformation in emerging economies with special reference to Zimbabwe. The purpose of the study is to come up with a theory/model of transformation that is suitable for Zimbabwean companies, in particular, and emerging nations in general.

Based on the experiences that your company has gone through since 1980, I have identified your company as one of the four that may contribute significantly to this study.

The study involves collecting data through interviews, focus group discussions, observations, and from company documentation as well as media reports.

All records relating to your company will be strictly confidential. Participants and the company will be referred to by pseudonyms.

At the end of the study, I will present the findings and recommendations to your leadership team and provide you with a copy of these findings and recommendations.

Your assistance is greatly appreciated in advance

Yours faithfully

Alex Benjamin Madzivire

APPENDIX 3: The "Case Method" Research Project

Interview/Focus Group Discussion Consent Form

In order to study organisational transformation in Zimbabwe, it is important to listen to employees' thoughts and feelings regarding changes that have taken place in their company.

Based on your invaluable experiences in your company, I have identified you as an individual who can add value to this study. I am inviting you to participate in a

one-on-one interview or focus group discussion that I will conduct.

The interview or discussion should take approximately one and a half hours and will be scheduled at a place and time convenient to you this month.

Your decision to participate is completely voluntary.

All the records relating to the interview/discussion will be strictly confidential. Even though I am requesting that I tape record the sessions, participants will be referred to by pseudonyms.

I will hold all the raw data (tapes and transcripts) and will not distribute that data to any unauthorised person(s).

Further information on this study is obtainable from me on
Mobile number 263 - 11 606 433.

--   ------------------------------------

Researcher's signature   Participant's signature

Date----------------------------------   Date------------------------------   370

APPENDIX 4: Request to be a Research Assistant

I am conducting a study on the challenges of organisational transformation in emerging economies with special reference to Zimbabwe. The purpose of the study is to come up with a theory/model of transformation that is suitable for Zimbabwean companies, in particular, and emerging nations in general.

The study involves collecting data through interviews, focus group discussions, observations, and from company documentation as well as media reports.

All records relating to the four companies will be strictly confidential. Participants and the company will be referred to by pseudonyms.

At the end of the study, I will present the relevant findings and recommendations to the leadership team of each company and provide them with a copy of these findings and recommendations.

Based on your experiences and your objectivity, I am requesting that you contribute significantly to this study as a research assistant.

Your role will be to bring a very different and possibly more objective eye to the evidence.

I will acknowledge your contribution in the final document.

Looking forward to your support

Yours sincerely

Alex Benjamin Madzivire

REFERENCES

African Intellectual Resources (AIR). (2003). *Grant Fellows Leadership Programme Cohort 2003: Phase II Learning Handbook*. AIR: Sandon

Aldrich H. (1999). *Organizations Evolving*. Sage: London.

Anonymous Authors. (1999). 'Special: Re-emerging economies.' *Economist, 351 (8116)*, 24 April: 21-23.

Arnold D. J. & Quelch J. A. (1998). 'New strategies in emerging markets.' *Sloan Management Review, 40 (1)*, Fall: 7-20.

Avittey G. B. N. (1999). ' Africa Betrayed,' cited in *Mbigi (2001)*

Beer M. & Nohria N. (2000). 'Cracking the Code of Change'. *Harvard Business Review, May-June*: 133-141.

Bell J. (2001). 'Seeking a Higher Ground: Mount Carmel CEO employs new leadership model to inspire, retain employees and boost operations'. *Business First: The Greater Columbus Business Authority*, 27 July.

Bishop C. H. (Jr). (2001). *Making Change Happen One Person at a Time: Assessing Change Capacity within Your Organization*. Amacon: New York.

Boon M. (1996). *The African Way: The power of interactive leadership*. Zebra Press: Wynberg, Sandon.

Booysen l. & Beaty D. (1997). 'Linking transformation and change leadership in South Africa: a review of principles and practices.' *SBL Research Review 1 (2)* : 9-18.

Brown S. L. & Eisenhardt K. M. (1997). 'The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations.' *Administrative Quarterly, 42*: 1-34.

Chowdhury S. (2000). *Management 21 C: Someday We'll All Manage This Way*. Prentice Hall: London

Clegg B. & Birch P. (1998). *Disorganisation: The handbook of creative organisational change* . Pitman: London

Cook C. W., Hunsaker P. L. & Coffey R. E. (1997) *Management and Organisation Behavior*. Irwin: Chicago.

Dess G. G. & Picken J. C. 'Changing Roles. Leadership in the 21 st Century'. *Organisational Dynamics, 28(3)* Winter 2000: (Pages)

Einhorn H. J. & Hogarth R. M. (1999). 'Decision Making: Going Forward in Reverse', cited in *Harvard Business Review on Managing Uncertainty.*

Eisenhardt K.M. (1989). 'Building Theories from Case Study Research.' *Academy of Management Review, Vol. 14 No. 4*: 532-550.

Ferreira M. A. (1997). 'Organizational change and transformation: A theoretical synthesis'. *School of Business Leadership Research Review 1(11)*: 86-93.

Fox M. (1994). *The Reinvention of Work: A New Vision of Livelihood for Our Time*. Harper: San Francisco.

Ghoshal S. & Bartlett C. A. (1997). *The Individualized Corporation: A Fundamenatlly New Approach To Management*. Heinemann: London.

Grant R. M. (1995). *Contemporary Strategy Analysis: Concepts, Techniques, Applications*. Blackwell: Oxford.

Greiner L. E. (1998). 'Evolution and Revolution as Organizations Grow.' *Harvard Business Review*, 98. May - June: 55-68.

Harvard Business Review. (1999). *Harvard Business Review on Managing Uncertainty*. Harvard Business School: Boston.

Harvey J., Carter S., & Mudimu G. (2000).' A comparison of work values and motives among Zimbabwean and British managers.' *Personnel Review*, Vol. 29 No.6, 2000, pp 723-742.

Heskett J.L., Jones T.O., Loveman G.W., Sasser W.E. (Jr) & Schlesinger L.A. (1994).'Putting the Service Profit Chain to Work.' *Harvard Business Review*, March-April

Hesselbein F., Goldsmith M., & Beckhard R. (1997). *The Future Organisation*. Jossey-Bass: San Francisco.

Hofmeyr K., Templer, A., & Beaty D. (1994). 'South Africa: Researching contrasts and contradictions in a context of change.' *International Studies of Management & Organisation*, 24 (1,2), Spring - Summer, 1994:190 - 208.

Human Development Report Zimbabwe 1999. United Nations Development Programme: Harare

Human Development Report Zimbabwe 2000. United Nations Development Programme: Harare

Jick T. (1993) *Managing Change: Cases and Concepts*. Irwin: New York.

Jick T. (1979). 'Mixing qualitative and quantitative methods: Triangulation in action. ' *Administrative Science Quarterly*, 24, 602-611.

Jones M. & Blunt P. (1993). 'Organisational Development and change in Africa.' *International Journal of Public Administration*, 16 (11), 1735-1765.

Kotter J. K. (1996). *Leading Change*. Harvard Business School. Boston.

Leedy P. D. (1997). *Practical Research: Planning and Design*. Prentice Hall: New Jersey

Lessem R. (1996). *From Hunter to Rainmaker: The Southern African Business sphere*. Knowledge Resources: Johannesburg.

Lovelock C. (1996). *Services Marketing*. Prentice-Hall: New Jersey

Makgoba M. W. (1999). *African Renaissance: The New Struggle*. Mafube & Fafelberg: Cape Town.

Martin J. (1995). *The Great Transition: Using the Seven Disciplines of Enterprise Engineering to Align People, Technology, and Strategy*. Amacom: New York.

Mbeki T. (1998). *Africa: The Time Has Come.* Mafube & Fafelberg: Cape Town.

Mbigi L. (2000). *In Search Of The African Business Renaissance*. Knowledge Resources: Pretoria.

Mbigi L. (1997). *Ubuntu: The African Dream In Management*. Knowledge Resources: Pretoria.

Mbigi L. & Maree J. (1995). *Ubuntu: The Spirit Of African Transformation Management*. Knowledge Resources: Pretoria.

Mbigi L. (2001). *Leadership Regional Network (LeaRN) Facilitator Training: Knowledge Pack and Implementation Tool Guide*. Rainmaker Management Consultants: Johannesburg.

Melnyk S. A. & Denzler D. R. (1996). *Operations Management: A Value-Driven Approach*. Irwin: Chicago.

Newman K. L. & Nollen S. D. (1998). *Managing Radical Organizational Change*. Sage: London

Ncube T. (2001). 'Banks & Banking 2001 Survey.' *Zimbabwe Independent*. Zimind Publishers: Harare.

Posthuma, A. C. (1995). 'Japanese techniques in Africa? Human resources and industrial restructuring in Zimbabwe.' *World Development*, 23 (1), January:103-116.

Ramamurti R. (2000). 'A Multilevel Model of Privatization in Emerging Economies'. *The Academy of Management Review,* 25 (3) July:525-550.

Rifkin J. (2000). *The End Of Work: The Decline Of The Global Work-Force And the Dawn Of The Post- Market Era.* Penguin: London

Sabherwal R., Hirschheim R. & Goles T. (2001). ' The Dynamics of Alignment: Insights from a Punctuated Equilibrium Model.' *Organisation Science*, 12 (2), March - April.

Secretan L. H. K. (1997). *Reclaiming Higher Ground: Creating Organisations that Inspire the Soul*. Macmillan: Toronto

Secretan L. H. K. (1999). *Inspirational Leadership: Destiny, Calling and Cause*. Macmillan: Toronto.

Senge P. (1999). *The Dance of Change: The Challenges of Sustaining Momentum in Learning Organisations*. Brealey: London.

Spector B. 'The sequential path to transformation management. ' *European Management Journal*, 13, 4. 1995: 382 - 389.

Strauss A. & Corbin J. (1990). *Basics of Qualitative Research: Grounded theory procedures and techniques*. Sage:London.

SADC Regional Human Development Report 2000. SAPES:Harare

Tehranian M. (1988). 'Information Technologies and World Development.' *Inter-Media.* May, Vol. 16, Number 3.

Tichy N. M. & Sherman S. (1993). *Control Your Destiny or Someone Else Will: How Jack Welch Is making General Electric The World's Most Competitive Corporation*. Harper Collins: London

Tidjani B. & Noorderhaven N. G. &. (2001).' Culture, Governance, and Economic Performance: An Explorative Study with a Special Focus on Africa. , *International Journal of Cross-Cultural Management*. (Forthcoming).

Thurbin P. (1998). *The Influential Strategist: Using the Power of Paradox in Strategic Thinking*. Financial Times: London.

Todaro M. P. (1985). *Economic Development in the Third World*. Longman: New York

Toffler A. (1970). *Future Shock*. Pan Books: London.

www.google.com

Yin, R. K. (1984) .*Case Study Research: Design and Methods*. Sage: Beverly Hills, CA

Yin, R. K. (1994). *Case Study Research: Design and Methods*. Sage: London

CURRICULUM VITAE: ALEX BENJAMIN MADZIVIRE

Alex is a distinguished Zimbabwean inspirational and transformation leader. He serves the three main sectors of the economy, namely business, civic society and government. Having started his career as a secondary school mathematics teacher, Alex rose through the ranks, serving as Deputy Headmaster and Headmaster of several secondary schools. On leaving the Ministry of Education, Alex was the Education Officer in charge of policy planning, research and evaluation, and aid to disadvantaged schools.

In the private sector, Alex started off as a Training Officer at an insurance company, and as a result of his significant contributions, he was promoted to Training Manager. From insurance, Alex joined a conglomerate as Group Training Manager, with responsibility for employee capacity development. Alex moved on to a global energy company, assuming the role of Training and Development Manager. His impact resulted in his elevation to Regional Transformation Manager. In this role, Alex contributed towards the creation of global learning and development programmes for the company.

After nine years of crosscutting experience in different industries in the private sector, Alex founded a consulting company, P. & B. Madzivire Service Pac (Pvt) Ltd, which trades as Madzivire Centre of Transformation (MaCoTra). He contributes towards value creation at both individual and organizational levels with a network of clients across the Southern African region. In his work, Alex leaves a legacy of transformed individuals and organizations.

Alex holds a Secondary Teachers' Certificate, obtained with distinctions in Mathematics, Theory of Education, and Teaching Practice; and the Bachelor's Degree in Mathematics Education from the University of Zimbabwe (UZ). Alex obtained a Diploma in Personnel Management and the Higher Diploma in

Human Resources Management from the Institute of Personnel Management Zimbabwe, both with distinctions. Alex also holds a post-graduate Diploma in Educational Technology, obtained with merit from UZ; a Masters Degree in Business Leadership from the University of South Africa's School of Business Leadership (SBL) in 1999.

On 20 November 2003, Alex successfully defended his thesis towards a Doctorate in Business Leadership at the University of South Africa's SBL.