EXPLORATORY STUDY ON HOW THE CEO FACILITATES THE STRATEGIC MANAGEMENT PROCESS
WITHIN SMALL/MEDIUM SIZED COMPANIES ON THE JOHANNESBURG STOCK EXCHANGE
(R10 – 80 MIL TURNOVER)

A Research Report presented
to the

GRADUATE SCHOOL OF BUSINESS LEADERSHIP
UNIVERSITY OF SOUTH AFRICA

FINAL RESEARCH REPORT

In partial fulfilment of the
requirements for the

MASTERS DEGREE IN BUSINESS LEADERSHIP
UNIVERSITY OF SOUTH AFRICA

BY

COLIN GEORGE BRAND

"A true leader has the confidence to stand alone, the courage to make tough decisions and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of the integrity of his intent"
(Douglas McArthur)

ACKNOWLEDGEMENT PAGE

This report is dedicated to the following exceptional people in my life, without whom, this would not have been possible. Special mention is to be made of Lindsay, my wife, for all her support.

- Lindsay, Tamara, and Kyndra-Lee for their support and tolerance during a long and trying time.

My sincere thanks and appreciation is extended to:

- Professor Makin for her guidance.

- Dr Sidney Shipham for his guidance.

- The CEO's, for affording me the opportunity to survey their environment as well as the Functional Managers, Supervisors and other members of companies who assisted by taking the time to complete the survey.

- Professor Groeneveldt and Mr Paul Mokena of the TUT Research Department for guidance on the research methodology sample and research instrument.

- Ms Jenny Fidler for the continual language editing, throughout the process.

I certify that except as noted above the report is my own work and all references used are accurately reported.

(Colin G. Brand)   _____
STUDENT 7050-141-1   **DATE**

NOTIFICATION OF SUBMISSION OF RESEARCH REPORT

I, Colin George Brand, 7051-141-1, intend to submit my research on:

EXPLORATORY STUDY ON HOW THE CEO FACILITATES THE STRATEGIC MANAGEMENT PROCESS
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This year (2006) to be examined

Commentary by the Study leader
_____
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(Prof V. Makin)   _____
STUDY LEADER   **DATE**

CONSENT TO SUBMIT RESEARCH REPORT

Consent is hereby given to Colin George Brand, 7050-141-1 to submit his research report in its final form

EXPLORATORY STUDY ON HOW THE CEO FACILITATES THE STRATEGIC MANAGEMENT PROCESS
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(Prof. V. Makin)   _____
STUDY LEADER   **DATE**

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Disclosure

The title of this research report was developed during MBL 2 and was registered during

the second assignment of MBL 925 –T.

Academic Supervisor Advice

Date	Stage	Feedback Study Leader Prof Makin	Compliance Verification
6/04/2006	**Initial Meeting**	• **Guidelines** o I only read documents in Oct – your product is to be with me in Oct 2006.	Yes
12/05/06	Proposal	• **On Track** o Literature to cover leadership in detail - good and bad leaders	Yes
Prof Makin		o Structure your report around the elements in the matrix	Yes
		o The interim report to focus on methodology	Yes
		o Need to look for updated references eg: 2005	Yes
26/06/06	Proposal	• **Layout**- Fine at this Stage	Upgraded
Prof Makin		• **Language Usage**. Fine at this Stage	
		• **Literature Review**. o Wits Graduate Business School has just done some research on CEO's leadership. Suggest you speak to them if you can.	Yes
		o Try and bring in a bit more in leadership research in SA.	Yes
		o Look up research by Prof Stella Nkomo, Prof A E Booysen.	Yes
		• **Methodology** o Needs to be improved	Yes
		o More detail	Yes
		o Questions rational	Yes
		o Theoretical research questions - you could look into	Yes
		o More theoretical references	Yes
25/07/06	Interim		
Dr Sidney Shipham		• **Comments**	
		o Some of this is very good tends to be over ambitious - see my other comments	
		o Harvard citations method to be used	Yes
		o Far too many research objectives = SMART?	No, have not amalgamated or removed any as they form the basis of the measurement instrument and management dilemma
4/8//06	Interim	• **Comments**	
Prof Makin		o On Track	
		o Need more on Methodology	Yes
3/10/06	Draft	• **Comments**	
Prof Makin		o Your draft is looking very good and there should be no problem handing in	
		o Need to publish findings	Yes
		o Combine Chap 3 and 4 and go for 6 chapters	Yes
		o Add Executive Summary	Yes
		o Bit more on recommendations for further research, repeat limitation and final conclusion	Yes
		o Check final edit, references etc	Yes
		o It is not necessary to show me the above 'just do it'	Yes

EXECUTIVE SUMMARY

The significant roles of facilitation within the Strategic Management Process became apparent during a strategy session where the CEO did not participate in the workshop, leaving it to one of his functional managers, not even an executive, assisted by a consultant, to lead and direct the Strategic Management Process (SMP) workshop. Was this standard practice? Posing the question "What is the CEO's involvement within the facilitation of the Strategic Management Process, how will he inspire, get buy in and communicate his intention?" The uncertainty of whether to make use of the CEO/MD, consultants or internal management of the organisation in the facilitation of the SMP is in flux. In addressing the facilitation problem one needs to focus on:

- What is the role of the Board and the CEO in the facilitation of the company's SMP?

- To what extent does the CEO in South Africa use external (consultants) and internal (management teams) resources in the facilitation of the SMP?

- Do South African companies have a SMP and how is this facilitated?

- Should a company actively involve its management in strategy formulation?

- Is it possible to maintain management commitment and enthusiasm without detailed strategy statements and why spend time on this?

- Does the involvement of consultants necessarily provide for a better strategy?

This research is an interactive exploratory study, revealing a snapshot of the involvement experienced by executive, functional managers, supervisors and others, of the CEO in the facilitation of the Strategic Management Process within small to medium companies on the JSE with a turnover of R 10-80 million.   The total population included

40 x companies. The number of companies identified in Gauteng Province, accessible to the researcher amounted to 34. 32% of companies were initially willing to participate. This translated to 11 companies out of the 34. The actual participation was 24% (8) of the companies as 3 withdrew from participation without reason. A further request was made to interview the CEO of each company. Only 6% (2) companies indicated their willingness to participate in interviews. These were however cancelled on confirmation. Concentration was therefore placed on the questionnaires. The intended 100% survey would have delivered 15 questionnaires per company (34) amounting to 510, however only 95 were received back amounting to 18,62%.   This manifested in 95 self-completion questionnaires within the disciplines of Leadership, Facilitation and the Strategic Management Process. The participants were divided into 4 categories namely Executives (14), Functional Managers (18), Supervisors (23) and Others (40) resulting into 4 views of 45 question providing 180 views on how the CEO facilitates the Strategic Management Process . This following table displays brief outcomes of each question.

	Question	Outcome of the Question
1.	The CEO provides direction for the organisation as a whole by personally writing the statement or vision	70.52% agree that the CEO personally provides direction in writing the strategic statement or vision while 24.65% disagree
2.	The management team is aligned with the CEO's strategic direction statement or vision	75.80% agree that the management team is aligned with the CEO's strategic direction statement or vision while 24.2% disagree
3.	The CEO communicates directly with the members of the company	76.80% agree that the CEO communicates directly with the members of the company while 22.11% disagree
4.	The CEO issues directives and orders through a chain of command	72.64% agree that the CEO issues directives and orders through a chain of command while 27.36% disagree
5.	The CEO has time for everybody	73.69% agree that the CEO has time for the Executive, Functional Managers, Supervisors and Others while 26.31% disagree
6.	The CEO is building pride and passion within the staff and the management team	75.79% agree that the CEO builds pride and passion within the staff and management team while 24.21% disagree
7.	The CEO approaches his/her job with professionalism and dedication	79.99% agree that the CEO approaches his/her job with professionalism and dedication while 20.01% disagree
8.	Our firm has a poor future unless it can attract better managers	40.3% agree that their firm has a poor future unless it can attract better managers while 59.7% disagree

9.	Given this CEO's track record, I see no reason to doubt his/her competence and preparation to facilitate the SMP	81.05% agree that there is no reason to doubt his/her competence and preparation in facilitating the SMP while 18.95% disagree
10.	I would be very happy to spend the rest of my career with this organisation	57.90% agree that they will be happy spending the rest of their careers with the organisation and 42.1% disagree
11.	I really feel as if this organisation's problems are mine	57.45% agree that they feel as if the organisation's problems are internalised while 42.55% disagree
12.	Right now staying with my organisation is a matter of necessity as much as desire	70.13% agree that there is a relationship between necessity and desire to stay while 29.87% disagree
13.	The CEO inspires the very best in me in the way of job performance	72.63% agree that the CEO inspires the very best in the way of job performance while 27.37% disagree
14.	The CEO is also the Chairman of the Board	68.42% agree that the CEO is also the chairman of the board while 31.58% disagree
15.	Decisions in this organisation are forthcoming	74.74% agree that decisions are forthcoming within the organisation and 25.26% disagree
16.	The Strategic Business plan is in place due to the facilitation role of the CEO	70.53% of the sample agrees that the strategic plan is in place due to the facilitation role of the CEO while 29.47% disagrees
17.	The company makes use of consultants to facilitate the SMP	60% do not agree that consultants are used to facilitate the strategic management process and 40% do agree
18.	The Company makes use of their internal management team members to facilitate the SMP	69.47% of the sample agrees that their internal management team members facilitate the SMP while 30.53% disagree
19.	The consultants draft the strategy for the Company	66.32% of the sample do not agree that the consultants draft the strategy for the company while 33.68% agree
20.	The CEO constructs the strategy for the Company	77.9% agrees that the CEO constructs the strategy for the company and 22.1% disagrees
21.	The management team constructs the strategy for the Company	75.52% of the sample agrees that the management team constructs the strategy for the company and 24.48% disagree
22.	The CEO formulates the Strategic Direction of the Company	76.84% agree that the CEO formulates the strategic direction of the company and 23.16% disagree
23.	The CEO is informed what the strategy should be by the consultants	61.05% of the group disagree that the CEO is informed of the strategy by consultants posing a question to the 38.95 % who agree
24.	The Board facilitates the SMP	57.89% of the total sample agrees that the board facilitates the SMP while 42.11% disagree
25.	The Board Develops Strategy for the Company	55.79% of the sample agrees that the board develops strategy for the company while 44.21% disagree
26.	The CEO's facilitation has led to procedure and structure within the Company	68.42% of the sample studied agree that the CEO's facilitation has led to procedure and structure within the company while 31.58% disagree
27.	The facilitation process was influenced by power and the influence of group	57.89% of the entire sample agrees that the facilitation process was influenced by power

	members	and the influence of group members while 42.11% disagree
28.	The CEO frequently changes his/her mind about things	50.32% of the sample group studied disagree that the CEO frequently changes his/ her mind about things while 49.68% agree
29.	The major role of the CEO is leadership and strategic planning	82.11% hold a strong majority view that the role of the CEO is leadership and strategic planning while 17.89% disagree
30.	The management consultant does the strategic thinking for the organisation	30.52% of the entire sample who took part in the survey agree that the management consultant does the strategic thinking for the organisation while 69.47% disagree
31.	The Board approves all products from the SMP (eg. Strategic Business Plans)	64.21% agree that all SMP products are approved by the Board while 35.79% disagree
32.	The Board tasks the management team directly without the knowledge of the CEO	37.9 % agree that the board tasks the management team without the knowledge of the CEO while 54.73% disagree
33.	The company strategy is promulgated throughout the company	62.98% agree that the company strategy has been promulgated throughout the company and 37.02% disagree
34.	The company's business plans are derived from the formulated strategy	69.47% agree that the company business plans are derived from the formulated company strategy and 30.53% disagree
35.	The achievement against performance is based on the Strategic Business Plan	65.26% agree that achievement and performance are linked to the Strategic Business Plan while 34.74% disagree
36.	The plan is aligned after reporting	61.05 % agree that the plan is aligned after reporting and 38.95% disagree
37.	The CEO made available his/her planning process for developing his/her own strategic intention	46.32% agree that the CEO provided his/her intention development planning process while 53.7% disagree
38.	The CEO's strategic intention development process is part of the company's planning cycle document	62.1% agree that the CEO's strategic intention process is part of the company's planning cycle while 37.9% disagree
39.	Consultants assisted the CEO in developing his/her strategic intention	31.58% agree that consultants assist the CEO in developing his/her strategic intention and 55.54 % disagree
40.	Management teams assist the CEO in developing his/her strategic intention	70.53% agree that the management team assists the CEO in developing his/her strategic intention and 29.47% disagree
41.	The Board of Directors formulated the CEO's strategic intention	51.58% agree that the Board of Directors formulated the CEO's strategic intention and 48.42% disagree
42.	Consultants activate the SMP	67.37% agree that consultants activate the SMP and 32.63% disagree
43.	The CEO activates the SMP	81.05% agree that the CEO activates the SMP and 18.95% disagree
44.	The management team activates the SMP	62.10% agree that the management team activates the SMP and 37.9% disagree
45.	The organisation has written rules and procedures for strategy formulation	60% agree that the organisation has written rules and procedures for strategy formulation while 40% disagree

Access to companies was very difficult. They (CEO/MD) opted for the questionnaires above interviews and are not sympathetic to surveys. This was especially evident in the group who themselves had no tertiary education. They are not attuned to the powerful role of emotions in the workplace which increase business results, morale, retention of talent, motivation and commitment of the management staff which is enhanced by a detailed strategy that shows the direction. Decision making consists of endless orbits of discussions with no prospect of ever reaching conclusions, perpetuating business as usual.

It has been ascertained that the CEO has an intention development process. There is lack of synergy between the CEO's intention that has been outsourced to consultants and the business strategy formulation process. The Chairman of the Board has no facilitation role within the SMP; unfortunately in South Africa his/her role is a dual one of Executive Chairman giving the perception that the Chairman facilitates the SMP resulting in the Board having to turn on its Chairman at some stage. Governance as required by the King report is therefore not compliant.

Facilitation is very difficult with a company if there is no formulised planning cycle. The size of a company should not dictate whether or not there are formulised planning processes, it should merely show the extent and complexity of the procedures. This supports the notion that it is just lip service and not part of the organisation and leads to extensive control mechanisms which every company needs to devote substantial time to the SMP. Input from external and internal consultants is extremely important but the eventuality is that the members of the company need to be aware that the strategic planning cycle is theirs. It affects their lives and their jobs regardless of their level. They need to buy in to it and become part of the process. Strategic influences engender commitment to the organisation's strategic direction and learning. It is

absolutely essential to sustain competitive advantage. Effective strategic leaders act in the face of uncertainty. Perfect certainty is however unattainable therefore strategic performance attends to long as well as short-term objectives. In overcoming this the strategic positioning of facilitation roles by activating of a learning organisation, formulised change management which is enhanced by the triggering of core team processes.

Further research may seek to explain the CEO's development and selection criteria grouped within a dialect relationship of the following skill sets; communication skills, innovation skills and collaboration skills, within the cultural diversity of the South Africa business environment; functionality and effectiveness of the formal planning cycle within the companies; the CEO's intention development process and the involvement of the Board of Directors, the impact of the CEO's leadership style on the Strategic Management Process; the impact of subordinates of one religion, ethnic group, gender or even region are supervised by superiors of a different religion, ethnic group, gender and region.

The facilitator in this context, may be internal or external, either way he or she must be acceptable to all members of the group, such facilitators are process leaders only they have no decision making authority, nor do they contribute to the body of the discussion. Facilitation is therefore becoming a critical skill for coordinating the ideas and contributions of diverse sets of people within an organisation.

1. CHAPTER 1: PROBLEM DEFINITION, OBJECTIVES AND SIGNIFICANCE

1.1 RESEARCH CONTEXT

The CEO's contribution in answering the question (How can I best deploy my resources - human, physical and financial?) - he must identify the areas critical to the future success of the organisation and then organise a response for achieving dramatic improvements (Stata, 1988; Horton, 1992), therefore an Organisation's Chief Executive Officer, as captain of the ship, is the most visible and important Strategy Manager.

The title of CEO carries the mantle of chief direction setter, chief objection setter, chief strategy maker and chief strategy implementer for the total enterprise. Ultimate responsibility for leading the task of forming, implementing and executing a strategic plan for the whole organisation rests with the CEO, although other senior managers normally have significant leadership roles to play (Thompson, Strickland, 2003; Charan, 2005).

Usually Senior Executives below the CEO are involved in proposing key elements of overall strategy and developing major new strategic initiatives… working closely with the CEO to hammer out a consensus strategy and coordinate various aspects of executing this strategy (Nadler & Nadler, 1997; Thompson & Strickland, 2003; Charan, 2005) in order to clarify the role of the CEO in the facilitation of the Strategic Management Process (Rosen, 2000; Charan, 2005; Schuman, 2005) thereby adding to the debate about the use of the CEO, consultants and internal management as the facilitators within the strategic planning process of the organisation.

1.2 RESEARCH PHENOMENON

It is not unusual to hear horror stories about strategic planning sessions that were a total waste of time for everyone concerned. "The management team staff spent four days in an off site planning retreat led by the CEO. During this session the firm's senior managers developed a strategic plan that everybody was enthusiastic about, however the plan was not aligned with the CEO's short term cash flow demands – it was never implemented" (Burstein, 1999:37).

<div style="border: 2px solid red; padding: 1em; text-align: center;">

Research Phenomenon :

The impact of the facilitation on the Strategic Management Process

</div>

The involvement of the CEO, consultants and internal management in the facilitation and activation of the company's strategic management process presently resides as follows:

> Some "CEO's have the plan in their heads and try to communicate it to the rest of the firm" (Yaverbaum, 2004:197), other "CEO's write the plan themselves then issue it to key managers with the instruction to make it happen" (Yaverbaum, 2004:122), other "CEO's develop an outline for the plan then give assignments to key managers" (Yaverbaum, 2004:83), other "CEO's hire consulting firms to facilitate the strategic planning" (Yaverbaum, 2004:38), while other "CEO's are dictated to by the Board of Directors who facilitate the strategic planning process" (Henke, 2003:89).

These approaches lack an understanding of the plan, have little buy-in from the key managers and frustrate the Board, CEO and internal management team because "the plan just sits on various bookcases and gathers dust" (Burstein, 1999:37).

1.3 DEFINITION AND OPERATIONALISED KEY TERMS

1.3.1 Leadership

1.3.1.1 Definition

"The primary purpose of leadership is to influence the feelings and emotions of those associated with the organisation" (Weymes, 2003: 321).

1.3.1.2 Operationalised

"Establishing direction, aligning people and producing change" (Bervis, Vrba & De Klerk, 2000: 286), are the main focus areas of leadership. A study carried out by the University of Cape Town's Graduate School of Business on SA's Top Leaders in 1996, proved that persistence, resourcefulness, risk taking and self-confidence (Bervis et al, 2000) emerged as traits most often associated with good leaders – Sol Kerzner and Anton Rupert receiving top honours in this case. The past ten years, however, will show a completely new slant on SA leaders, congruent with McGregor's Theory X leadership model (Bervis et al, 2000), in line with most developing countries. Leaders should remember that "the legacy they leave is in the life they lead" (Weymes, 2003: 325), which is observed in their leadership styles. Nelson Mandela, world renowned for his leadership capability, drew on his appetite for understanding his followers and their needs. He thereby became more assured of his own judgements and learned extraordinary self control which, along with his lack of bitterness contributed to the sense of proportion he displayed during the democratisation process (Moon, 2004). Leadership therefore, within this research, is one element of a triangle and will contribute to the strategic management process as well as to the facilitation process. This is visible in terms of variables and units of analyses within the concept (Figure 2).

1.3.2 Facilitation

1.3.2.1 Definition

"A process in which a neutral person helps a group work together more effectively" (Schuman, 2005: 24).

1.3.2.2 Operationalised

Facilitation within the strategic management process should, in theory, be carried out by a neutral person and yet one who is familiar with the mission and vision of the company. This is to assist the group throughout the business journey, while developing the company's strategy. "A good facilitator is the narrator of the meeting, a human face and voice that gives form to the process" (Sloan, 2004: 2). The crux of this research revolves around the suitability of a facilitator – thus the enquiry into whether someone from within the company is more adept at this job than an outsider from a consultancy, or should the CEO or senior management be involved in this facilitation process as they are familiar with the strategic intention of the company?

1.3.3 Strategic Management Process

1.3.3.1 Definition

"The process of reconciling the organisations' resources (internal environment) with threats and opportunities (external environment)" (Thompson & Strickland, 2003: 140).

1.3.3.2 Operationalised

The "task of crafting, implementing and executing company strategies are at the heart and soul of managing a business enterprise" (Thomson & Strickland, 2003: 3). The company's strategic game plan is what management uses to stake out a market position, conduct operations, attract and please customers, compete successfully and achieve the organisation's objectives.

In crafting a strategy, management is in effect saying that from all the possible paths and actions, it has been decided to move in a particular direction (Bervis et al, 2000), focus on certain markets and customers needs (Thompson & Strickland, 2003), "compete in a predetermined fashion, allocate resources and energies in ascertained ways and rely on particular approaches to do business" (Thompson & Strickland, 2003: 3)… therefore a strategy entails managerial choices from alternatives and signals, organisation commitment to specific markets using a competitive approach. The way of operationalising the process prior to this can be seen as a critical success factor, i.e. who will facilitate the SMP and at what stage evaluate and research the role that the CEO plays within the SMP. Keep in mind that in the SA environment communication is exacerbated by the 11 official languages.

1.4 IMPORTANCE OF THE RESEARCH PROBLEM

The study intends to clarify the role that the CEO plays in the facilitation of the Strategic Management Process. This has direct survival potential of the Strategic Management Process within the small and medium sized companies. The contribution of the study could manifest within the following:

- The clarification of the role of the board, Chairman/CEO and the senior management in the facilitation of the Strategic Management Process.

- This could contribute to the formulation of a planning cycle.

- This could contribute to the establishment and activation of the strategic formulation process.

- This investigation could provide possible selection criteria for the appointment of a CEO.

- Provide assistance to the development programme of the CEO.

- Provide assistance in the development of skills criteria required during the CEO's selection phase.

- Contribute to the Performance Agreement negotiation between the Board and the CEO.

- Assist in boundary management during the creation of the company's strategy providing ownership of facilitation within the process.

1.5 OBJECTIVES AND PURPOSE OF THE RESEARCH

1.5.1 Purpose of the Research

The primary purpose of this research problem is to determine the involvement of the CEO in facilitating the strategic planning process within the organisation.

- How he/ she develops an understanding of the macro and micro factors that play a role in the company's strategic road map, thus enabling him/ her to compile and provide his/ her understanding (intention) and guideline for the activation of the strategic planning process.

- The relationship between the Board and the CEO in the facilitation of the Strategic Management Process.

- The involvement of the internal management and consultants as facilitators of the Strategic Management Process.

1.5.2 Specific Research Objectives

The following specific research objectives have been identified in order to answer the primary problem:

- To determine the theoretical understanding of the CEO's role in the facilitation of the company's Strategic Management Process.

- To determine the extent of the use of external and internal resources in the Strategic Management Process facilitation.

- To establish the extent to which consultants participate in the facilitation of the Strategic Management Process.

- To investigate the level / role the board plays in the facilitation of the Strategic Management Process.

- To investigate the relationship between the Board, the CEO and the Management Team with regard to the formulation of the Strategic Management Process.

- To assess whether the strategy formulation has been ad hoc or is part of a planned and integrated process for the entire organisation. (Is this window dressing or not?)

- To assess the extent to which the CEO has developed a formalised planning cycle in developing his/ her intention to activate the internal Strategic Management Process.

- To determine how the Strategic Management Process is activated.

- To assess the extent to which the CEO has to rely on staff in the formulation of developing his/ her intention in support of his/ her facilitation role in the strategic planning process.

- To assess the extent to which the CEO has to rely on consultants in the formulation of developing his/ her intention in support of his/ her facilitation role in the strategic planning process.

- To assess to what degree the CEO's facilitation role of the SMP is aligned with organisational aims and goals.

- To assess the extent to which the management team of the organisation has been enabled by the CEO's facilitation of the SMP.

- To assess the formal procedures and structures to strategic planning that have been put in place by the organisation as a result of the CEO's facilitation.

- To attempt, on the basis of the above, to establish strengths and shortcomings in the current state of the CEO's facilitation in the SMP.

- To attempt to identify best practice strategies, on the basis of the above, and formulate recommendations for possible implementation by the small to medium sized public companies.

1.6 STATEMENT OF THE PROBLEM AND SUB-PROBLEMS

1.6.1 Statement of the Problem

- How the CEO facilitates the Strategic Management Process within small/medium sized companies.

1.6.2 Sub- Problems

- The role of the Board in the facilitation of the company's SMP.

- The use of the external (consultants) and internal (management) teams in South African companies to facilitate the SMP.

- South African small and medium sized companies use of formulised strategy processes and how this is facilitated.

1.7 KEY ASSUMPTIONS

- The rich diversity within South African businesses needs to be taken into account without any assumptions being made that only the traditional, white, middle-aged males are skilled in top management. The Boards, CEO's, consultants and management teams will be representative of the demographics of SA. My belief is that all groups are homogeneous in this study.

- Small companies will be driven by the leadership of the owner who could have the portfolio of CEO/ MD/ Chairman of the Board and tends towards an informal SMP which is not formulated. On the one hand this provides flexibility while on the other hand the survival of the company resides in one person thus limiting growth potential and response to opportunities.

- A SMP is driven by the ability to provide a vision and intention emanating from strategic thinking. This relies on establishing an environment in which the CEO/ MD's intention can be translated into an effective strategy. Making use of the CEO, senior management or consultants to facilitate the SMP will transpire in a balancing act ito decision making - leadership and ownership will possibly influence the results.

1.8 DELIMITATIONS

- The present research adds to the debate on the use of the CEO as the facilitator in the strategic process.

- The study will not discuss the actual SMP but merely the role that the CEO plays within this process.

- The 'management set' is heterogeneous coming from a variety of industries of various sizes.

- The data came from self-completing questionnaires and not interviews.

- Concentration is on the Executives, Functional Managers, Supervisors and Other non-descript members of each organisation, regardless of gender and race.

1.9 INTENDED CONTRIBUTION

This study will address the responsibility between the facilitator and the planning process.

- This will explain the involvement, or lack thereof, of the CEO in the formulation of the company's strategy process.

- This is to confirm that strategy formulation is not just lip service but is actually carried out and activated.

- Provide the small to medium companies with the role and involvement that the Board and the CEO play within the facilitation of the SMP.

- This study will provide data on the proportion of small/ medium sized companies that actually make use of the SMP.

- This should provide insight into the use of consultants in the formulation of the SMP.

- This should provide the medium to small companies a strategy formulation approach supporting their survival.

- This should provide evidence of the role that the Board plays in the SMP.

- The study will provide, as a by product, a possible indication of the skills required by the CEO.

- This will enable the planning team to function within their competencies, capacities and capabilities.

1.10 SCOPE OF THE STUDY

- Crafting of company strategies is at the heart and soul of managing a business enterprise. This present research adds to the debate about the use of the CEO as the facilitator of the SMP.

- The departure point is a theoretical understanding of the CEO's, consultants, senior management teams' roles; the extent of using external and internal resources, to which consultants participate; what role the board plays; the relationship between the board, the CEO and the management team in respect of the priority given to the formulation of the strategy, whether this is ad hoc or is part of a planned and integrated process for the entire organisation; to what extent the CEO has utilised a formulised planning cycle of developing his intention with or without support of the consultants and internal management teams; how the SMP is activated and to what extent the CEO has to rely on his staff, or consultants in the formulation of developing his intention in support of his facilitation role in the SMP.

- The degree to which the CEO's facilitation role of the SMP is aligned with organisational aims and goals; to what extent the management team of the organisation has been enabled by the CEO's facilitation of the SMP. What formal procedures and structures in strategic planning have been put in place by the organisation as a result of the CEO's facilitation?

- This study will exclude the impact of the Board, CEO, consultants and management team, actual SMP, products of the process and the strategy formulation. The focus is

on the medium to small sized companies registered on the JSE having an annual turnover of R10 - 80 million.

- There are issues in the study that may limit the application of the results and merit attention in future research expansion such as the impact of culture and diversity on the development; the process through which the CEO activates the SMP and the development of a Strategic Management Facilitation Planning Cycle.

2. CHAPTER 2: LITERATURE REVIEW

2.1 ANCHORING OF STRATEGY AND LEADERSHIP

"I do not fear an army of lions, if they are lead by a lamb. I do fear an army of sheep if they are led by a lion"   (Alexander the Great)

2.1.1 Strategic Leadership Roots

Strategic leadership roots are found in military leadership (Adair, 2002; Grifell-Tatje & Lovell, 2003). The Oxford dictionary defines strategy as "general-ship", the art of war. The generals seemed to monopolise the term 'strategy'. They used it frequently, argued about it and wrote about it in their memoirs. It was exclusively a military expression. Over the years however strategy has become a well used term within the business world. Businessmen have argued about it at even greater lengths than the generals! They debated and discussed its place within the field of business, management and as did the generals - they too have found it difficult to reach any clear consensus. Throughout the arguments and discussions however there seems to be one point upon which both the military and businessmen agree – if you want to win then you'd better get your strategy right! (Bervis et al, 2003; Goleman, Boyatzis & Mckee, 2003; Thompson & Strickland, 2003; Ahwireng-Obeng, Mariano & Viedge, 2005).

Business strategy is a fascinating subject. It is interesting, demanding, stimulating, at times very exciting and vitally important for success in a business.

The tendency to equate strategy with strategic leadership or general-ship in the military field dates back to the twentieth century, paradoxically at a time when the evolution of telecommunication was eroding more and more on a general's freedom of actions (Adair, 2002).

2.1.2 Strategic Leadership Positioning

South Africa is at present in a wonderful position in the business world, as we truly are a young country, in the infant stage of our development. We need to combine the "egalitarian nature of the Dutch, the change orientation of the Americans, the achievement orientation of the Chinese and the humility of the Scandinavians" (Rosen, 2000: 142) in order to create our own special home-brew blend within the business world. Mandela had plenty of role models for the leadership he deployed. He recalls Chief Jongintaba Dalindyebo, acting regent of the Thembu, 'listening in silence... before making a summary of what had been said and endeavouring to find a consensus of views' (Meredith, 1997: 10). The primary purpose of leadership is "to influence the feelings and emotions of those associated with the organisation" (Weymes, 2003: 320) in order to inspire all the stakeholders to buy into the idea and therefore enthusiastically partake in the strategic plan. This should not be through blind obedience but rather with the idea of people not caring how much you know until they know how much you care (Stopper, 2002). "There are three recognisable strands of leadership; the leader, the follower and the context" (Kellerman, 2005: 44). The trouble often arises when leaders get people to do things that the leader wants them to do; as Kellerman (2005) says "these things may be good or bad".

Good Leaders	Bad Leaders
Restore a sense of pride within the staff.	Treat people as 'things'.
Share power.	Power wielders.
Get real and stay real.	Out of touch with reality.
Compensate for weaknesses.	Grand illusions.
Stay balanced.	Obsessive.
Competent & responsible.	Ineffective – do not produce results.
Have integrity & honesty.	Unethical –no sense of right and wrong.

Table 1: Elements of Good and Bad Leaders

Although cultural differences occur in business, basic human traits such as respect, self-discipline and fairness are universally acknowledged proving that leaders must move fluidly between thought and action. "They must be able to think while acting and act while thinking" (Rosen, 2000: 136). Africa has a track record of poor leaders in the political arena. One only has to look at Mobutu Sese Sekou in Congo, Isaias Afwerki in Eritrea or Yoweri Museveni in Uganda who seemed to have the potential to be the new era of leaders, only to find that they too fell into the familiar form of autocratic one-man rule. "Good leaders tend to listen at least twice as much as they speak" (Rogers & Tierney, 2004: 43). This however is seen as weakness within the traditional African cultures, where the dictator has the first and last say!

2.1.3 Afrocentric Management

The concern for economic and management empowerment reflects a new commitment to equal opportunities for everyone in South Africa. Much information is garnered about Afrocentric values and leadership, how they impact on business organisations and how they can be harnessed to help develop an African approach to management that will lead to improved and more productive management practices (Bervis et al, 2000).

2.1.3.1 Entrepreneurial Capitalism versus Management Capitalism in SA Context

In the 19th century the South African economy was characterised by entrepreneurial capitalism in which a few mining magnates such as Cecil John Rhodes, Ernest Oppenheimer and Barney Barnato dominated the business world. These entrepreneurs were for most part personally responsible for the planning and decision making and bore all the financial risk, while staff members merely performed the administrative tasks. The South African industrial revolution which was stimulated by mining and the urbanisation of the population produced entrepreneurs such as Anton Rupert, Donald Gordon, Albert Wessels, Bill Venter, Ntatho Motlano and Sol Kerzner. However the

development of the large organisations also ushered in the age of managerial capitalism

and professional experts such as Warren Clewlow, Chisto Wiese, Mzi Khumalo,

Dikgang Moseneke, Allan Knott-Craig, Brand Pretorius, Cyril Ramaphosa, Tokyo Siqale

and Eugene van As today occupy key positions in the South African business scene

(Bervis et al, 2000).

2.1.3.2 South African Study on race and gender difference on leadership

Prof Booysen pioneered South African study on race and gender differences on

leadership in retail banking. The results in leadership and Afrocentric management

practices have been tabulated and included for background reflection within this study:

AFROCENTRIC LEADERSHIP: GLOBE DIMENSIONS	
Collectivism	Encourages and rewards care for the group, interdependence, co-ordination, dignity and relationships
Humane orientation	Encourages and rewards fairness, altruism, generosity and kindness
Power stratification	Status and authority are important
Uncertainty avoidance	In a low level
Past and present future orientation	Tend to encourage spontaneity, living for the moment, immediate action and gratification

Table 2: Afrocentric Leadership-Globe Dimensions

AFROCENTRIC MANAGEMENT PRACTICES	
Group harmony	Co-operation, collaboration, consensus and interdependence
Less direct and more face saving	Respect and concern for all employees
Expect organisation to look after them	Defend their interests
Promotion from inside	Based on seniority
Belief in group decisions	Incentives
Policies and practices	Vary according to relations
Lack of competition	Among employees
People ideally achieve in groups	Assume joint responsibility

Table 3: Afrocentric Management Practices

2.1.4 Strategy Progression

In the 1950's and 60's long range planning was adopted on a wide scale throughout industry. The main concern of many companies was to meet an expanding demand for their products. Throughout the 70's the economic climate changed dramatically - earning adequate levels of profit and generating necessary cash-flows. These new circumstances demanded a more skilful and competitive strategy formulation process making this far more significant in business. In the attempts to gain a competitive advantage in their particular markets consultants have been most active in bringing new strategy concepts forward and have had no doubts that the best of these have had strong influence on the strategic thinking of many businessmen (Ahwireng-Obeng et al, 2005). Strategic planning was a corporate product. The new output of the Head Office largely justified the large general staff. This orthodox view of strategic planning analysis of corporate strategy was set out in an influential book by professor Kenneth Andrews of Harvard Business School entitled The Concept of Corporate Strategy (1971) (Adair, 2002).

2.2 THE STANDING OF THE BOARD, CHAIRMAN AND THE CEO

2.2.1 The Chief Executive Officer

An Organisation's Chief Executive Officer, as captain of the ship, is the most visible and important strategy manager. The title of CEO carries with it the mantle of chief direction setter, chief objection setter, chief strategy maker and chief strategy implementer for the total enterprise. Ultimate responsibility for leading the task of forming, implementing and executing a strategic plan for the whole organisation rests with the CEO while other senior managers normally have significant leadership roles to play. Usually senior executives below the CEO are involved in proposing key elements of overall strategy and developing new major strategic initiatives, working closely with the CEO "to

hammer out a consensus strategy and coordinate various aspects of executing the strategy" (Thompson & Strickland, 2003: 21).

2.2.2 Strong-Cultured Companies

In strong-cultured companies, values and behavioural norms are so deeply rooted that they don't change much when a new CEO takes over, although they can erode over time if the CEO ceases to nurture them. They may not change much as the strategy evolves, and the organisation acts to make strategy adjustments; either because the new strategy is compatible with the present culture or because the dominant traits of culture are strategy neutral and can be used to support any number of plausible strategies. (Strategy – culture fit) (Thomson & Strickland, 2003) … "to hang on to the culture and spirit that has been so important to our success" (Stata, 1988:7) …. "the CEO and those around him must be open and unequivocally committed to ethical and moral conduct" (Thomson & Strickland, 2003: 445). The formulation and articulation of the top down vision in particular, falls squarely on the shoulders of the CEO. This is to say that there is no need for a strategic planning committee to invite participation or planning staff to provide support and research (Thomson & Strickland, 2003). The statement or vision should be written by the CEO for presentation to a broad cross section of the firm's professional staff. The CEO is to be the chief sales person in the building of credibility for commitment to the vision. The CEO has a vital role to play in its implementation. "The major responsibility of the CEO is to articulate clearly and broadly the end state he is striving to reach and to intervene directly in a few key areas in the implementation process in order to bring about change in the management process or to increase the probability of the success of key programmes" (Stata, 1988: 7).

2.2.3 Leadership Investment

Is the leadership of the whole company vested in the CEO alone or does he/ she share the overall responsibility with colleagues? In British business terminology one is either the Chairman of the Board / Chief Executive Officer or Managing Director (Adair, 2002). Does separating the chairman and the CEO's jobs necessarily result in more effective leadership and better governance (Sloan, 2005)? The practice of separating the two top jobs is common in the United Kingdom and elsewhere, but it is not necessarily an improvement on the U.S model of combining the two positions - the simple conventional wisdom in the United Kingdom is that the chairman runs the Board while the CEO runs the company…."in reality this is more complicated" (Lorsch & Zelleke, 2005: 71). South Africa seems to have followed more in the footsteps of the westernised environment, emulating the American view.

2.2.4 Splitting of the Strategic Leadership

The splitting of the strategic leadership role often occurs in a very large organisation as there is too much work for one person to do on his/ her own. Good corporate governance demands this. In Lord Acton's well known words, "power tends to corrupt and absolute power corrupts absolutely." The Chief Executive should be monitored by a more senior leader, who chairs the Board of Directors, governors, trustees or the like - the chairman stays supported by non-executive directors. The counter argument is the advantage of what the military calls 'unity of command'. Moreover, in some fields - whatever the workload, it is impractical to divide the top job. You cannot have two popes. "If one person is in charge and that person has the necessary authority and power to act then in theory at least, decisions get made more promptly and change can be more easily implemented" (Adair, 2002: 141).

Hugh Parker, a former regional head of Mckinsey is one advocate for the American model - an Executive Chairman or Chairman of the Board with fully execute power which he/ she may share by delegation with another officer (formally called a Managing Director or Chief Operation's Officer). Writing in the *Director* (April, 1990) he delineated their respective roles in the process of what he called "Corporate Renewal" taking over from Sir John Harvey-Jones's definition of it as creating tomorrow's company out of today's (Adair, 2002) "the major responsibility of the CEO is leadership and strategic planning" (Stata, 1988: 3). Separating the chair empowers the Board, pays attention to the functions of the Board and leads the Board which does not need to turn against its own leader to remove an underperforming CEO. Strength of the British model is that the CEO can focus on running the company without having to worry about leading the Board; as a chairman once said "There is a great danger of confusing people about the leadership of the company" (Lorsch & Zelleke, 2005: 72). There is another downside to chairmen who overstep their boundaries; not only do they encroach on the CEO's territory, but they also decrease their independence from management (Lorsch & Zelleke, 2005: 73). Combining the two positions also has governance advantages according to a Director with extensive British and USA experience. It is pretty clear in the US corporations where the buck stops, in contrast to UK firms where the line of accountability isn't always defined leaving Boards in a quandary when things go wrong (Lorsch & Zelleke, 2005). When comparing the UK vs USA model of Board leadership there is no compelling argument in existence for splitting the Chairman and CEO's jobs (36:74) but there is an acceptable distinction between the Chairman's role and that of the Managing Director (Adair, 2002) together with his/ her top team.

2.2.5 Responsibility for Crafting and Executing Strategy

The lead responsibility for crafting and executing strategy falls to a key manager, the Chief Strategist of an organisation. "The Board is to exercise oversight and see that the five tasks of strategic management are done in a manner that benefits shareholders" (Thompson & Strickland, 2003: 27). It is standard procedure for Executives to brief Board members on important strategic moves and to submit the company's strategic plans to the Board for official approval. Directors rarely can or should play a direct, hands-on role in the formulation or implementation of strategy. Most outside Directors lack industry-specific experience; their company specific knowledge is limited (especially if they are relatively new Board members). Boards of Directors typically meet once a month (or at least for six to eight hours). "Board members can scarcely be expected to have detailed command of all the strategic issues or know the ins and outs of the various strategies" (Thompson & Strickland, 2003: 27). The central role of the Board of Directors lies therefore in critically appraising and ultimately approving strategic action plans as well as evaluating the strategic leadership skills of the CEO and others in line to succeed the incumbent CEO (Thompson & Strickland, 2003).

2.3 FACILITATION PROCESS

2.3.1 Overview

Just as a chef uses a recipe in his kitchen and a driver uses a map to reach his destination, so too have businesses started using facilitators to take responsibility for the business journey – the how of the discussion. The facilitator is concerned with assisting and guiding but not with control. Good facilitation is hard work and it is complicated. The facilitator's goal is to shepherd the conversation and discussions along the guidelines described. The facilitator lets people talk giving each one a chance

and encouraging the opinions of all, giving gentle reminders when necessary without giving personal contributions.

2.3.2 The Facilitation Process

A facilitator carries out two basic functions. One can be called content facilitation and the other is process facilitation.

Content facilitation includes:	Process facilitation includes:
clarifying confusing statements	making sure everyone gets a chance to participate
identifying themes or common threads in a discussion	pointing out feelings that are interfering with the group's work
summarizing and organizing the ideas	
"testing for consensus"	

Table 4: Content versus Process Facilitation

The facilitator helps the group, by providing non-directive leadership, in order to arrive at decisions for a particular task. A facilitator's job is to make the awkward moments easier for a group to handle. An organisation might be concerned not only with the decisions made, but also with the way the decisions are made. This is when a facilitator's role becomes vitally important. A facilitator therefore helps a group solve a substantive problem by essentially lending the group his or her process skills (Schuman, 2005). The Chinese character for crisis, weiji, combines the strokes for 'danger' and 'opportunity' (Rosen, 2000: 144); if skilled personnel are available, make use of the opportunity, if not, skill the people of South Africa, or trouble might well be the result!

2.3.3 Techniques and Tool

In its most simplistic form, a facilitator needs to ensure that everyone involved has a chance to speak. The facilitator also ensures that a meeting is limited to the scheduled time. The most important attributes needed by a facilitator include friendliness, openness and good communication skills. "Facilitators need to be sensitive to the input

and reactions of each participant while keeping an eye on the bigger picture" (Schuman, 2005: 24), namely the group dynamic and the overall direction of each group. He/ she cannot however become personally involved.

An ideal facilitator is:
warm and humorous, ensuring that he/ she does not become a 'bottleneck' in the facilitation process
respected by the participants
an honest, organized and unbiased person
gentle, direct and precise
A good communicator
encouraging and shares experiences and wisdom
helpful in allowing participants to come to their own conclusions
no interference nor manipulation
perceptive - knowing how to get out of the way of the creative process

Table 5: Characteristics of an ideal facilitator

Facilitators move the group towards an agreed upon goal, keeping the process on track. Facilitators act as the glue binding together the elements of a group into an organic process that is meaningful for all participants. Facilitators need to keep an eye on the bigger picture, namely the group dynamics and the overall direction of each group.

2.4 STRATEGY PLANNING PROCESS

2.4.1 Winning Strategy Formulation

A winning strategy is vitally important for the well-being of the business and all people assisting in its compilation. It has already been argued that the key strategy decisions should be taken by the Chief Executive. Just how he/ she decides to carry out his/ her strategy formulation is a personal matter which will depend on his/ her management style and approach. Highly formalised procedures have been known to achieve good results - they have also been known to go astray and to be overcome by bureaucracy. "It is equally possible to cite many winning strategies which have come from a simple mudding through approach" (Ahwireng-Obeng et al, 2005: 239).

2.4.2 Strategic Planning and Implementation

"Strategic planning and implementation constitute a process not an event" (Stata, 1988: 10) - the golden rule identifies flexibility of mind, so that one can adapt the plan and still make progress as circumstances unfold (Adair, 2002). The strategic planning process allows one individually and collectively to gain control of one's destiny. We have a culture where people believe that they can set aggressive goals and make them happen. This is highly decentralized when it comes to implementation but highly centralized when it comes to strategy – "we use strategic planning and vision as an adhesive to hold the pieces together" (Stata, 1988: 9). The CEO must identify the areas which are critical to future success and then "organise a response for achieving dramatic improvements" (Stata, 1988: 8). The strategic planning process can be defined as the process of reconciling the organisation's resources (internal environment) with threats and opportunities (external environment) (Bervis et al, 2000).

2.4.3 Flaws in the Strategic Process

All too often the focus of the strategic process is on producing a written document that specifies a detailed strategic plan. In the business environment where change is the norm, this is a misguided goal. The truth is that by the time the written document is hammered out and distributed, the set of environmental factors that it was designed to address will already have begun changing. In this ever shifting environment the true strength of strategy is found in the design process therefore the greatest value is in the planning and not the plan. The glue to this process can be found in 3 primary bases; inadequate participation, unclear assumptions and decision making (Nadler & Nadler, 1997).

In a South African context, miscommunication can be seen as a contributing factor to flaws within the SMP, as the emphasis here is on facilitation. This is often exacerbated

by the fact that South Africa has eleven official home languages and therefore although English is seen as the acceptable language of business it is often a second language for majority of the participants in business. "In South Africa managers need to be sensitive to the fact that the same word in different languages may mean different things to different ethnic groups" (Bervis et al, 2000: 339).

2.4.4 Strategic Level Positioning

It is important to understand the difference between strategic planning, tactical planning, and operational planning. It is also important to note that "strategic planning takes place at corporate level as well as business level" (Bervis et al, 2000: 142). Business (level) strategy determines how best to compete in a particular industry or market (Bervis et al, 2000; Watzon & Woolridge, 2005). Strategic planning sessions can extend from 1 day to one week; two to three days represent the optimum timeframe (Burstein, 1999). "The planning horizon presently used is 3-5 years - anything longer is a formula for disaster" (Burstein, 1999: 38). Most firms try to predict what the world will be like in three to five years time and then use that prediction as the basis for developing their strategy – "this can work well if the predictions are accurate but can be disastrous if they are wrong" (Burstein, 1999: 39). A healthier approach to envisioning the future is 'scenario planning'. Instead of adopting a single vision of the future, several different scenarios should be developed, each based on a different set of assumptions (Burstein, 1999). For most matters at the core of strategic planning - products, markets, technology and competition - five years tends to be the right window. Each year the implementation programme should be fine-tuned in order to reach the end state of the 5 year plan. The vision is not modified only in 5 year intervals - it generally takes that long for events to accumulate to a point where substantial change in objectives and strategies are justified (Stata, 1988). Proper preparation is essential for an effective strategic planning session

where participants complete a questionnaire, evaluate the present state and identify corrections (Thompson & Strickland, 2003).

A strategy-making/strategy implementing process consists of five interrelated managerial tasks: forming a strategic vision to where the organisation is headed; setting objectives; creating a strategy to achieve the desired outcome; implementing and executing the chosen strategy efficiently and effectively; evaluating performance and initiating corrective adjustments (Thompson & Strickland, 2003). A strategic planning wheel helps guide participants through the strategic planning process in a way that ensures "the development of a plan that is thorough and gets fully implemented" (Burstein, 1999: 39).

2.4.5 Chief Architect Approach

Highly centralised strategy works fine when the strategy commander–in chief has a powerful, insightful vision of where to head and how to get there. The primary weakness of the Chief Architect Approach is that the calibre of the strategy depends heavily on one person's entrepreneurial acumen and strategic judgement. It also breaks down in enterprises with diverse businesses and product-lines where there are so many particulars to the strategy that "one person cannot orchestrate the strategy making process" (Thompson & Strickland, 2003: 25). Some CEO's have the plan in their heads and try to communicate it to the rest of the firm. Other CEO's write the plan themselves then issue it to their key managers with instructions to make it happen. Other CEO's develop an outline for the plan then give writing assignments to key managers. These approaches lack understanding of the plan and have little buy-in from the key managers and frustrated CEO (Burstein, 1999). "Visions are more powerful when they are inspired by strong personal conviction and motivation" (Stata, 1988: 3).

2.4.6 Delegating Strategy

Delegating strategic decision to others and collaborating to build a consensus strategy have risks as well. The big weakness of delegating much of strategy making to down-the–line managers is the potential lack of sufficient top-down direction and strategic leadership on the part of Senior Executives. Down-the–line managers don't always have the breadth of vision or experience to make strategic decisions that could later prove to have far-reaching effects on the enterprise. Furthermore there may be occasions when lower-level managers elect to play it safe with conservative, middle-of–the road strategies rather than bold, creative strategies (Thompson & Strickland, 2003). Strategic planning works well only when the firms' managers are brought directly into the planning process. When done properly, "the plan is based on critical inputs from a variety of perspectives and has a high degree of commitment from those who participated in the process" (Burstein, 1999: 37). The goals and values should be shared at each subdivision of the organisation and with each individual (Stata, 1988).

2.4.7 Collaborative Strategy

"Collaborative strategy can also suffer from slower reaction and response times as group members meet to debate the merits of what to do" (Thompson & Strickland, 2003: 26). A layered approach is considerably more complex and difficult to achieve consensus in a short time, but "it may be the only way to accommodate all the people who need to participate" (Burstein, 1999: 38). The top-down vision of the leader and the bottom-up vision of the organisation are naturally linked because they a raised in the same environment (Stata, 1988). Given the top-down vision of our future state, we called for bottom-up strategic plans that fit within these constraints (Stata, 1988). "The aggressive top management team are more rational in the sense of conducting comprehensive explicit analyses of alternative courses of action" (Papadakis & Barwise,

2002: 85). Upward influence is the foundation of a stream of literature demonstrating the importance in strategy formulation of bottom-up processes as well top-down processes (Watzon & Woolridge, 2005).

2.4.8 Consultants and Business School Gurus

A business strategic leader today is not short of advice on what strategy to adopt – as long as someone is prepared to pay for it. The increased complexity of business has created a market for management consultants and business school gurus. They sell ideas which prove to be simplistic. They do not tell you how to adapt their strategies to your unique circumstances - nor can you claim your money back if their 'wishful thinking' doesn't work. "The management consultant will even offer to do your strategic thinking for you, but is it really all that difficult?" (Adair, 2002: 169)? If considering consulting candidates, rate them according to set criteria before selecting one as a facilitator. Use someone outside your firm to conduct your planning session. Also use outside input such as research data on other firms that can serve as benchmarks (Burstein, 1999).

2.5 LITERATURE REVIEW CONVERGENCE

The emphasis throughout the divergence of the literature review has led to the importance of understanding the three disciplines (Leadership, Facilitation and Strategic Management), through which the facilitation is filtered.   The following drivers and focus areas have been identified:

- Engaging others in strategic discussions in ways to leverage their perspective and insights and create shared meaning and ownership – this could be used to develop skills in facilitation and reaffirm team norms and develop agility to respond timeously and strategically to rapid change

- Develop a team climate, commitment and set norms that facilitate progressive strategy development and selected experience from the military to leverage development in leadership

- The challenge now is to move on the path of effective strategic leadership by developing one's own and one's team's thinking, acting and influencing skills through the establishment of a decision meeting mechanism that will enable and expedite strategic plan formulation

A strategic leader will invite others into the strategy making process - not just to facilitate buy in but also to produce a more effective strategy than one which would have been developed in isolation. Having a skilled facilitator run or lead a strategic planning workshop should also help focus the energy and thoughts of the various members on the task at hand. Ideally the group facilitator is someone who is not interested in the outcome of the meeting (decision making). He/ she can therefore fully concentrate on how well members of the group are working together and help the group work towards their goals, without bias. As a result facilitation can be extremely useful in helping groups develop consensus on issues.

3. CHAPTER 3: RESEARCH QUESTIONS AND METHODOLOGY

3.1 RESEARCH QUESTIONS

The uncertainty of whether to make use of the CEO/MD, consultants or internal management of the organisation is an individual choice. There is no one correct way to formulate a winning strategy. Ultimately it is a matter of the people concerned (Frigo, 2003) to save money and utilise their people, (Gupta, 2005) their skills (Adair, 2002), decision making (Richter & Schmidt, 2005) their judgement, their attitude, gaining team commitment (Adair, 2002) and the way they like to work. "It isn't the quantity of the ideas and the figures produced, it's the quality that really matters" (Bendixen & Thomas, 2000: 239).

In order to orchestrate the facilitation of the SMP one needs to focus on the gap. This presents the following questions in the endeavour to direct the research process and add to the body of knowledge:

- What is the role of the Board and the CEO in the facilitation of the company's SMP?

- To what extent does the CEO within South Africa use external (consultants) and internal (management teams) resources in the facilitation of the SMP?

- Do South African companies have a SMP and how is this facilitated?

- Should a company actively involve its management in the strategy formulation?

- Is it possible to maintain management commitment and enthusiasm without detailed strategy statements and why spend time on this?

- Does the involvement of consultants necessarily provide for a better strategy?

3.2 RESEARCH DESIGN: EXPLORATORY RESEARCH GUIDED BY RESEARCH QUESTIONS

Cooper & Schindler (2003) describe research design as a framework and blueprint for fulfilling research objectives and answering questions. This research is an interactive exploratory study based on a time-point sample. It is a cross-sectional study revealing a snapshot of 'How the CEO facilitates the SMP within small-medium companies on the JSE with a turnover of 10-80 million'. The reason for conducting an exploratory study was intended to develop a clearer understanding of the CEO's facilitation within the SMP. The approach is schematically represented within Figure 1 below:
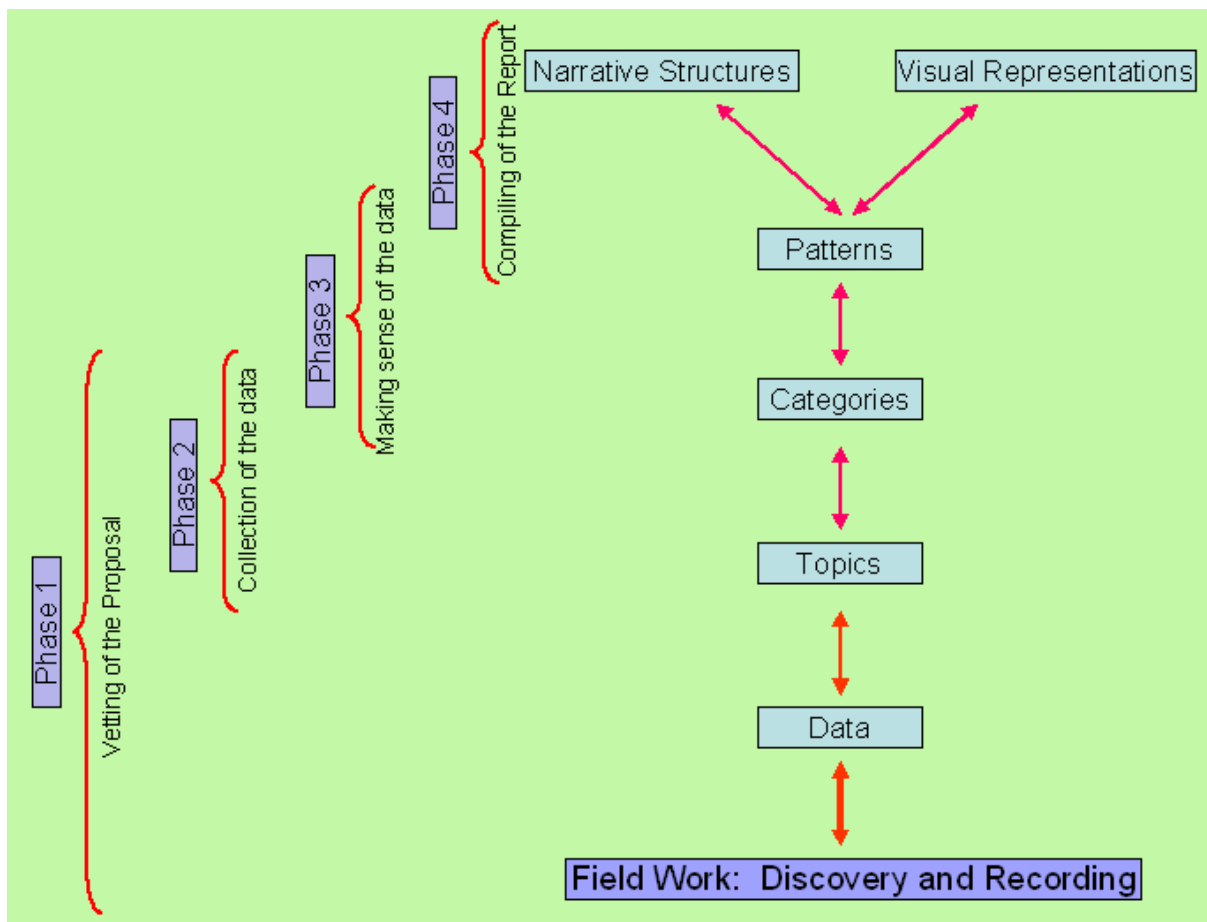
Figure 1: Process of Inductive Data Analysis

3.3 SEQUENCING OF ACTIONS

The research project was undertaken in 4 phases. The first two were covered in the proposal and interim reports while the third and fourth were activated on completion of the first two. A fundamental lesson was learnt within this qualitative research with activities constantly overlapping. One of the potholes of qualitative studying is to think that actions are sequenced. This is far from the truth. As the investigation continues on an evolutionary path the researcher continually revisits all of the phases ensuring the golden thread as well as relevancy.

3.3.1 Approach

My approach was based on a rolling wave, where data is brought to the shore in small pockets of relevant waves with nuggets of information that can be disseminated and interpreted in order to foster an understanding. This leads to valuable contributions while answering the primary problem and in so doing attempts to add to the body of knowledge. The outline of the approach is represented in the following phases:

3.3.2 Phase 1: Vetting of the Proposal

The importance of facilitation in the SMP became apparent to me during a strategy session where the CEO did not participate in the discussion. Standing in the front of the auditorium was one of his functional managers, not even an executive, providing the strategic direction and assisting him was a consultant leading and directing the SMP workshop. I wondered if this was standard practice. I started pondering on how the CEO should facilitate the strategic management process and how his facilitation was experienced. Expanding on the understanding of the management dilemma I then graphical represented this (Figure 2) in order to illustrate my understanding of the problem.
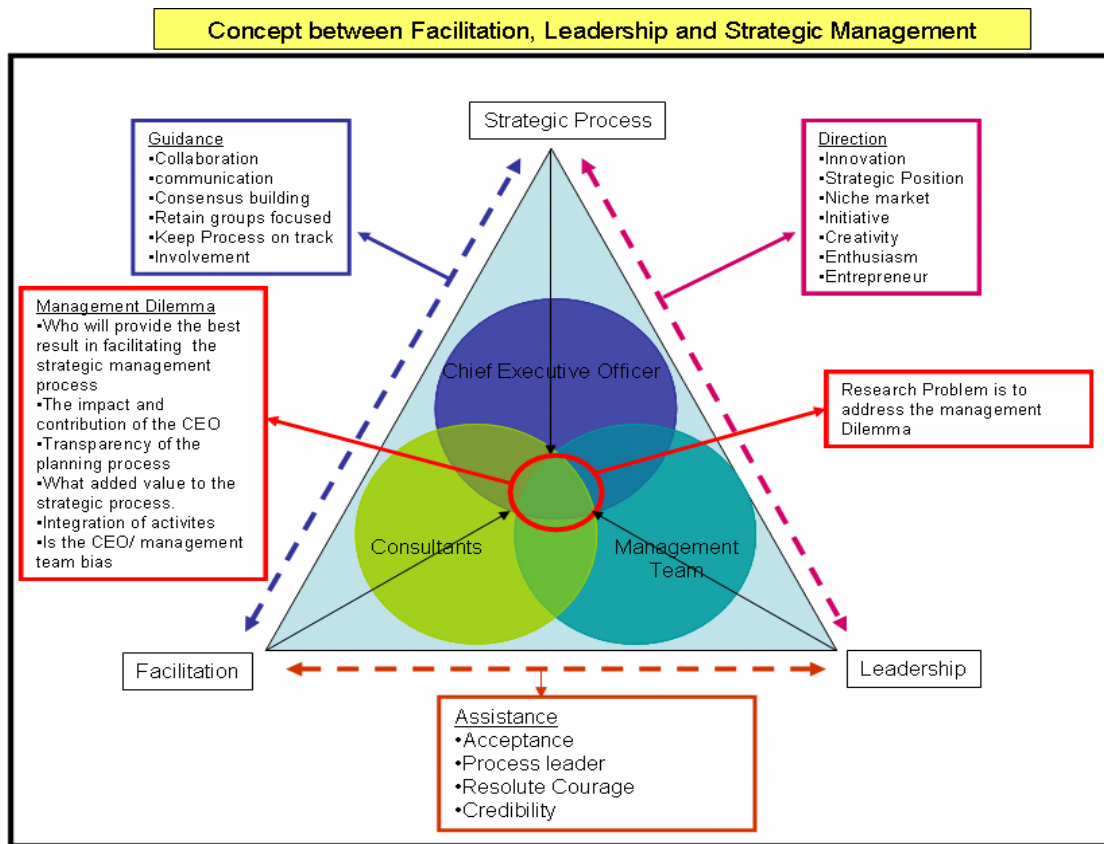
Figure 2: Concept between Facilitation, Leadership and Strategic Management

3.3.2.1 Positioning of the Problem, Concepts, Key Variables and Units of Analysis

The units of analysis used in this research include variables, characteristics and traits that are depicted within the concept as shown above (Figure 2). The key variables show that there are three specific relationships. These have been translated into questions in the measurement instrument (questionnaire). This was done via the mapping process (refer appendix B) and colour coded for ease of reference.

- Leadership-Strategic Management Process (dark pink),

- Leadership and Facilitation (orange)

- Facilitation and Strategic Management Process (blue).

The positioning of the research problem as well as the management dilemma is depicted in red. This portrays the integration of the three relationships and the three role players i.e. the CEO, management team and consultants in order to determine what impact they will play in addressing the facilitation problem. This illustrates the research gap in which the investigation and data collection will be concentrated.

3.3.2.2 Focussing the Research to the Management Dilemma

The alignment of the SMP within the development stage of the strategy formulation necessitates the ability to distinguish between different clusters. The main rudiments include the Board, the CEO's appreciation process, the planning cycle, the strategy and the formulation of the plan. This led to posing the question - who, where and when facilitates (purple cluster). In order to depict the role players, each cluster will be discussed with the emphasis on the facilitation process.
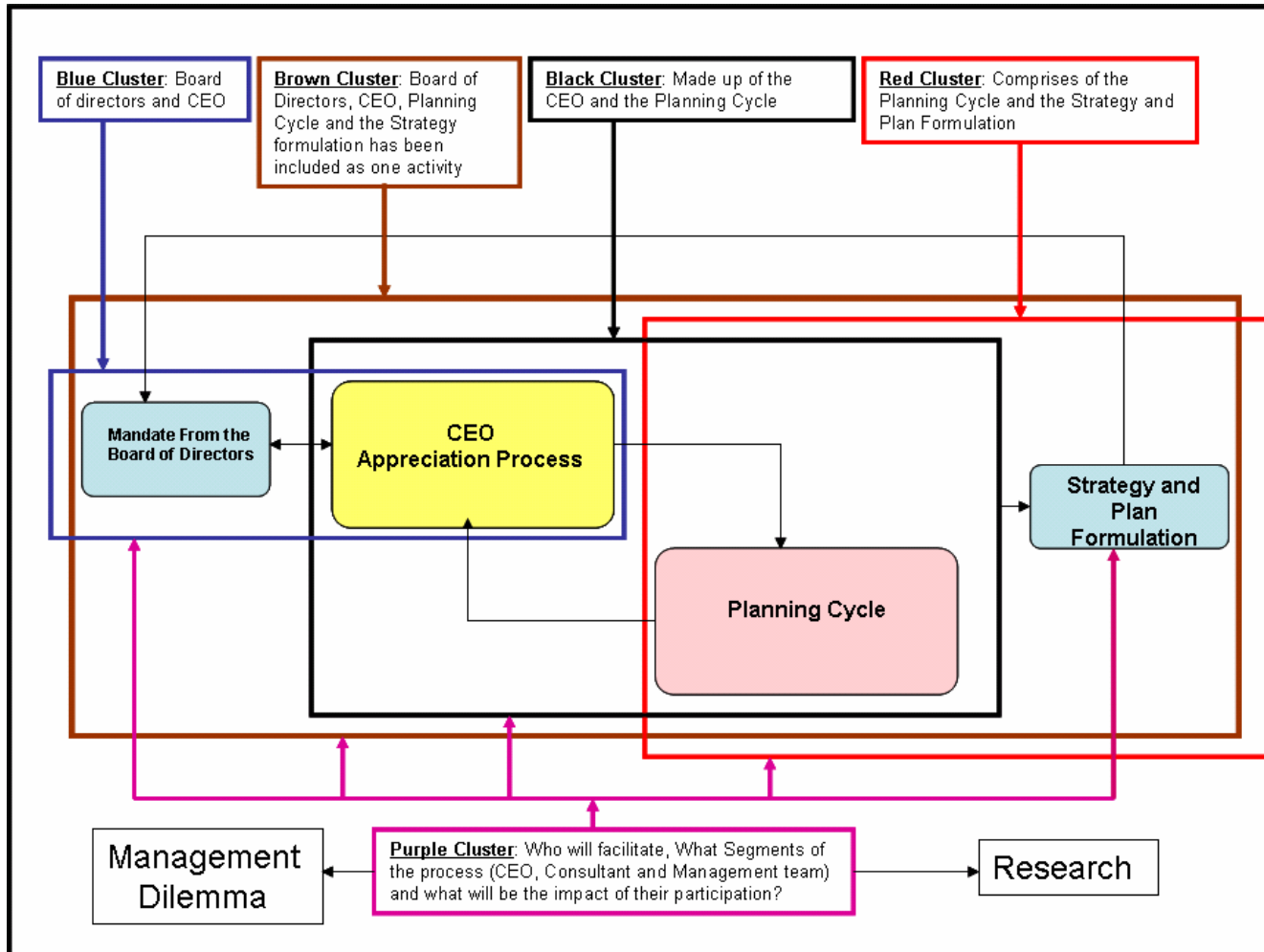
Figure 3: Positioning of the Management Dilemma

Group	Focus the Tri- category
Blue Cluster	**Actions**. The Board of Directors mandate the CEO with a directive of end-states on which he/she will do an internal appreciation of the situation, formulate a brief and activate the planning cycle- the Black Cluster moves to the strategy and plan.
	Facilitation. The CEO to develop his/her own appreciation process or appoints consultants or seniors managers, who will then facilitate the planning cycle ensuring the strategic intent. They will develop options. Either the CEO will approve one and present it to the Board or all options are presented to the Board who then develop the course of action.
Brown Cluster	**Actions**. The Board of Directors/CEO orchestrates the planning process and formulates the strategic plan for the company.
	Facilitation. This will be hands-on from the Board who could use a consultant to assist.
Black Cluster	**Actions**. The CEO was mandated within the Blue Cluster and hands over his/her appreciation via a brief to the planning team who use this iterative approach of re-planning.
Red Cluster	**Actions**. The planning cycle will be given a mandate to conduct the planning.
Purple Cluster	**Action**. This is the management dilemma and the research question. Building onto Figure 2 positioning of the primary problem and management dilemma.

Table 6: Cluster Classifications

The development and positioning of the primary problem (Figure 3) led to the research objectives. I commenced with mapping (refer Appendix B) their relationship in order to assist with the formulation of a research instrument. I constructed a measurement instrument that was qualitative of nature and after the pilot site verification the issued instrument comprised of 45 questions. This was subdivided into 15 questions per discipline of relevance i.e. Leadership, Facilitation and Strategic Management Process. The questionnaire was based on a 7 point Likert scale (refer Appendix A) for completion by the Executives, Functional Managers, Supervisors and Others within the participating companies in order to assess 'How they experience the CEO's facilitation of the SMP'.

3.3.2.3 Comprehensive Literature Review

The first phase led to a comprehensive literature review within the disciplines of Leadership, Strategic Management Process and Facilitation drawing on local, regional and international material. I was attempting to seek ways that others had addressed a similar dilemma. My primary problem remained unanswered after my literature review and therefore I decided to investigate the question further by making use of a qualitative exploratory study.

3.3.2.4 Secondary Data to be included

It became evident during the literature review that there are no direct studies done on how the CEO facilitates the Strategic Management Process which could support the primary problem as depicted in (Figure 3). There was a great deal of literature per discipline however none of them provided an adequate understanding or a plausible answer. The data collected is original and has been carried out for the first time in order to support this research.

3.3.3 Phase 2: Collection of the Data

3.3.3.1 Target Population

The target population is based on the Johannesburg Stock Exchange within all industries and selected from the Profile's Stock Exchange Handbook January - June 2006 and correlated within the Top 300 Companies Catalogue 04/05. The companies of interest have a turnover between 10 and 80 Mil rand. The total population included 40 companies. It is accepted that the population could have inadvertently overlooked companies that registered after the publication of these references, those that have closed after registering, those that no longer operated with a turnover between 10-80 Mil rand and those that have subsequently attained the 10-80 Mil rand turnover. This

deviation has not been determined or researched, making the departure point the 40

companies countrywide included on the Excel spreadsheet. The reality of distance, time

and cost had to be realistically included and therefore only companies within Gauteng

Province were used thus decreasing the population to a total of 34 companies.

3.3.3.2 Sample Frame

Within the 34 companies in Gauteng Province the following natural grouping of

members developed and were categorized as Executives, Functional Managers,

Supervisors and Others, thereby making use of a probability method cluster sampling

technique. The request was to complete 15 questionnaires per company. There was no

limit given pertaining to how many members in each category needed to complete the

questionnaires, as this would be dictated by the size of the company. The selection of

individuals from each group was done by each company resulting in a random

response. The anonymity was a big factor. Although I confirmed and certified that the

survey results would not become visible to the CEO. I have my suspicion that it was

answered selectively. I don't have any indication if there was preferential issuing of the

questionnaires within the companies or other specific instructions given on how to

answer. This could also provide deviation and bias.

3.3.3.3 Developing the Measurement Instrument

The measuring instrument (Refer Appendix A) was a 7-point Likert scale, with the

inclusion of, neither agree or disagree in order to lessen possible frustration that

respondents may feel. Without this inclusion I felt they might be forced into an incorrect

choice or may not respond at all tainting the feedback.

- Three disciplines were identified namely leadership, facilitation and strategic

    management. All the attributes pertaining to the areas have been constructed

into a concept for easy referencing. These fields will form the boundary of the instrument (Refer Figure 2).

- The questionnaire was constructed with a cover page which included demographic data and the 3 sections of leadership, facilitation and strategic management process each having 15 questions.

- The cover page of the questionnaire had an 'official use' block for number allocation; this was for tracking and verification of data.

- Research objectives were mapped in accordance with the fields of study, thereby enabling the construction of questions in relation to those fields (refer Appendix B)

- The questionnaire was then reviewed by Professor Groeneveldt from the TUT University. This was tested at a pilot site for possible loop-holes and discrepancies.

- The review process was done via the pilot study. This was once again analysed by the professionals which led to readjustment alignment of some of the questions for conciseness and lack of bias.

3.3.3.4 Pilot Test

Ser No	Reason	Finding and Realignment
1	To test the instructions given to the sample	• The instructions were not clear, added front page with instruction and placed example of answering the question on each section
2	To test the survey and help identify needed changes and to make necessary adjustments before distributing to the identified sample	• Access to the CEO and Executives was not forthcoming by the Companies. Realigned the approach to questionnaires only - how the company experienced the CEO's facilitation of the SMP. Introducing the Executive, Functional Managers, Supervisors and others. • The questionnaire was too long, some of the questions were not understood • Revised some of the questions and cut the questions down to 15 per field totalling 45
3	To give an idea of estimated time it will take to complete the questionnaire	• The time to complete was too long as there were too many questions. Cut the question to 15 per field totalling 45
4	To provide an initial idea of the pattern of responses that are likely	• Patterns were well distributed and would provide a trustworthy indication
5	Revision needed to be made in order to avoid ceiling or floor effects (a restricted range)	• This was not visible. However the views of the executives and others became apparent as contributing to the study
6	To detect weaknesses in the design	• The weakness it was too long. Cut the questions to 15 per field totalling 45
7	to change possible offensive, awkward or ambiguous questions	• The anonymity was a straining effect on answering the possible difficult and personal questions relating to the CEO • Ambiguous questions were realigned. Unfortunately due to particular language this became a nightmare

Table 7: Pilot Test Review

3.3.3.5 Data Collection Method

The initial data collection was to be based on interviews with the CEO's and self completion questionnaires by the management team (Executives, Functional Managers) unfortunately this did not materialize as access to the CEO's was not forthcoming. The data collection method became self-completing questionnaires. These were to be completed by the extension of the management team which included the Executive,

Functional Manager, Supervisor and Other members of the participating companies focusing on how the CEO facilitates the SMP. The questionnaire was based on a 7-point Likert scale (Refer Appendix A). Company data has been handled confidentially. A pilot site was conducted to test the questionnaires feasibility as well as the gathering process (refer Table 7).

- 11 companies initially indicated their intention to support the survey. Only 8 companies finally formed the sample participating in the survey. The researcher coordinated and collated all the data collection by creating an Excel folder for each field of discipline in order to compile graphic representations of the data.

- The 8 companies' Executives, Functional Managers, Supervisors and Others who participated, completed a total of 95 self-completion questionnaires within the discipline of Leadership, Facilitation, and Strategic Management Process, expressing their view and beliefs on how their CEO facilitated the SMP or not. This sample is deemed as having a strong representation of the entire population required.

- The qualitative data will be analysed using Kvale, 1996; Morgan, 1997; McMillan & Schumacher, 2001. Developing categories inductively, prevalent trends and patterns will be described in accordance with the phases as depicted in Figure 1.

3.3.3.6 Limitation of the Measuring Instrument

The strengths and weaknesses experienced in the data collection technique.

Technique	Strengths	Weaknesses
Questionnaire	Inexpensive- it was found to be cost effective for both the researcher and the companies involved	Surveys irrespective of the technique are perceived as a hindrance and inconvenience by the business environment – comment "we do this yearly and it is a waste of our time"
	Anonymity provides the willingness to participate	Anonymity was not perceived in the eye of the respondent
	Standard questions and uniform procedures	The response rate of e-mails was sporadic and gave the respondent the opportunity to delete the request as it had no face - promoting the impersonal side of technology
	The scoring was made easy	The inability to probe and clarify, understanding is only related to the question on the paper
	Provided time for the respondents to think about responses	Faking and social desirability, answering what is acceptable within the environment - have no control over the how and when of completion
	Limited anxiety as the completion is within his/her space and environment	Restricted to subjects who can read and write
		Found ambiguous interpretation, directly related to the 11 official languages within South Africa

Table 8: Strength and Weakness of the Questionnaire

The questionnaire can be seen as intrusive as the participants seem tentative in case the questionnaire lands in the wrong hands. I can't ascertain if their awareness of completing the questions affected their participation and indirectly their answers - I am quite convinced that it had some effect.

The participants should have been CEO/Chairman/Managing Director of the company as well as their management team. This did not materialise as access to the CEO and his management teams were not forthcoming for interviews in order to obtain the CEO's view of how he/she facilitates the SMP. This was to be integrated with the view of the management team who would make use of the questionnaires. Focus groups were not

possible due to access and time. Making it a two dimensional comparative view on how the CEO facilitates his/ her SMP.

Unfortunately this did not materialise and the plan required adjustment. This resulted in focusing on how the whole company experienced the CEO's facilitation of the SMP as opposed to the exclusive view of the CEO and the management team. The categories Executives, Functional Managers, Supervisors and Others were therefore introduced. The research was conducted via a self-completion questionnaire as the measurement instrument. This initiated a 4 dimensional view (180 responses) of the facilitation process.

The studies were further limited to the companies in Gauteng Province as this is the economic hub of South Africa. The researcher had hands-on access to the Gauteng environment for the following reasons: geographic location of the organisations, accessibility to the organisations and willingness of the companies to comply with the investigation.

The researcher has no control over issuing of the questionnaires to individual participants within the company, whether there was any assistance given by a manager or if this was done freely or under guidance. The participants were however assured of anonymity.

Given the availability of funding and time the research was designed to be exploratory. That is, it was recognised that only a limited amount of survey data could be undertaken and that the findings therefore could not be and should not be taken as either exhaustive or conclusive. There is a great deal of room for additional research in this area.

3.3.4 Phase 3: Making Sense of the Data

The questionnaire was sent to 34 companies leading to 8 companies finally

participating. This manifested in 95 self-completion questionnaires within the disciplines

of Leadership, Facilitation and Strategic Management Process. The participants were

divided into 4 categories namely Executives (14), Functional Managers (18),

Supervisors (23) and Others (40). This gave 4 views of 45 question providing 180 views

on how the CEO facilitates the SMP.
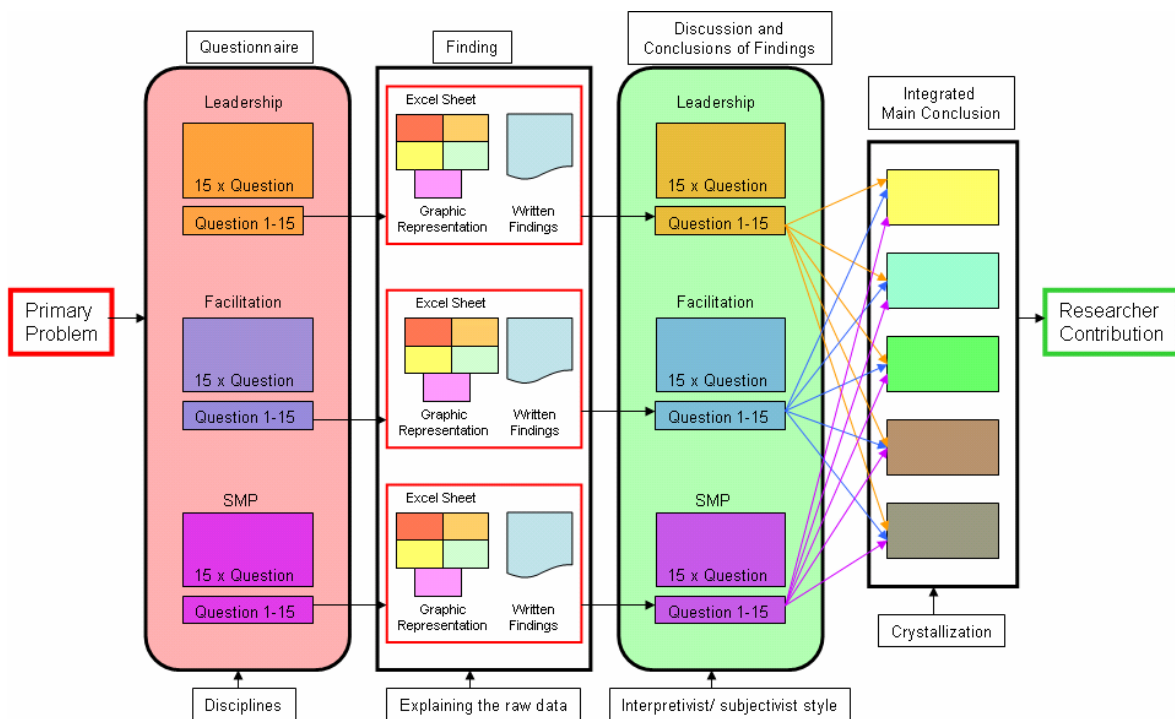
Figure 4: Making sense of the Data

3.3.4.1 Making the Information Manageable

The researcher received 95 questionnaires and completed the original Excel

spreadsheet representing the population of the company's data and then graphically

represented and interpreted this. An example is shown in Figure 5:

Company Name	Turnover 10 - 80 MIL	Emailed	Deleted without opening	Phone	Not Inter	Not available	Delivered Survey	Participant in survey	Participant in Interview	Survey Send	Survey Received	Yes	No
		1	1	1	1					15	0		x
		1	1	1	1	1				15	0		x
		1	1	1	1	1				15	0		x
		1	1	1	1	1				15	0		x
		1	1	1	1	1				15	0		x
		1	1	1	1	1				15	0		x
		1	1	1	1					15	0		x
		1	1	1	1					15	0		x
		1		1	1					15	0		
		1		1					1	15	9	x	
		1		1			1		1	15	15	x	

Figure 5: Example Company database

An Excel spreadsheet was built in order to register the questionnaires which were

numbered from 1-95, showing which categories they belonged to. Refer Figure 6.

Company Name	CEO No	Staff No	Questionnaire Number	Executive	Functional Manager	Supervisor	Others
1	1	1	1	1			
		2	2	1			
		3	3	1			
		4	4		1		
		5	5		1		
		6	6		1		
		7	7		1		
		8	8			1	
		9	9			1	
		10	10				1
		11	11				1
		12	12				1
		13	13				1
2	2	1	14	1			
		2	15	1			
		3	16		1		
		4	17		1		
		5	18		1		

Figure 6: Example Questionnaire Numbering and Category allocation

Another Excel spreadsheet was opened in order to correlate the data. A separate sheet
was opened for each question thus totalling 45. The worksheets were divided into
vertical (questionnaires) and horizontal (categories) axes to include integrated
responses for each question.

Questionnaire No	Executive							Functional Manager							Supervisor							Other							Integrated response						
	Strongly Disagree	Somewhat Disagree	Disagree	Neither disagree or agree	Agree	Somewhat Agree	Strongly agree	Strongly Disagree	Somewhat Disagree	Disagree	Neither disagree or agree	Agree	Somewhat Agree	Strongly agree	Strongly Disagree	Somewhat Disagree	Disagree	Neither disagree or agree	Agree	Somewhat Agree	Strongly agree	Strongly Disagree	Somewhat Disagree	Disagree	Neither disagree or agree	Agree	Somewhat Agree	Strongly agree	Strongly Disagree	Somewhat Disagree	Disagree	Neither disagree or agree	Agree	Somewhat Agree	Strongly agree
1							1																						0	0	0	0	0	0	1
2							1																						0	0	0	0	0	0	1
3	1																												1	0	0	0	0	0	0
4														1															0	0	0	0	0	0	1
5													1																0	0	0	0	0	1	0
6										1																			0	0	1	0	0	0	0
7											1																		0	0	0	1	0	0	0
8															1														1	0	0	0	0	0	0
9																				1									0	0	0	0	0	1	0
10																									1				0	0	0	1	0	0	0
11																									1				0	0	0	1	0	0	0
12																									1				0	0	0	1	0	0	0
13																										1			0	0	0	0	1	0	0

Figure 7: Example Data work sheet per Question

An Excel folder was built per discipline i.e. Leadership, Facilitation and Strategic Management Process. These were hyperlinked to the data sheet pages. This page consisted of a graphical representation of the data received from the data worksheet.
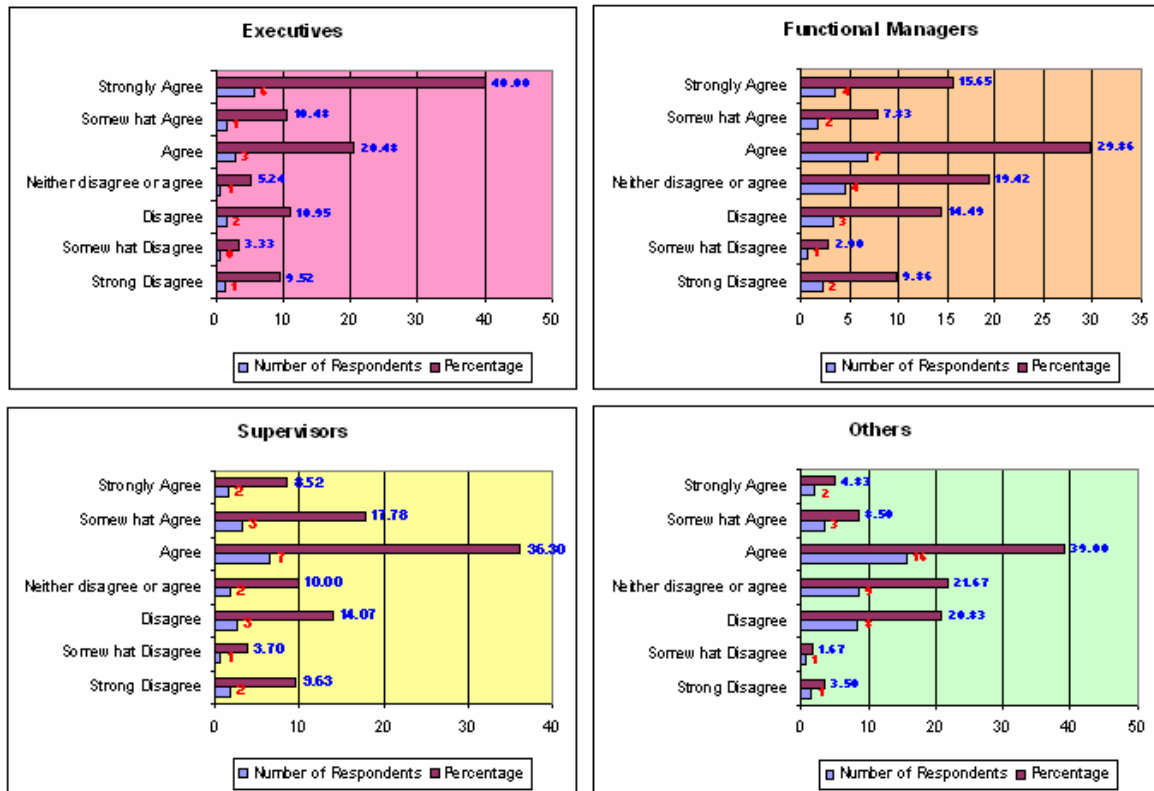
Figure 8: Example of the graphic Representation

The collation of the data led to the findings section - this being the longest section of the reporting process. "Keep in mind that the objective here is to explain the data rather than draw interpretations or conclusions" (Cooper & Schindler, 2003: 664). The criteria for inclusion is of material importance and relevant to the reader for the understanding of the problem. Showing findings that are unfavourable provide credibility to the study. There are different audiences for reporting and one needs to ensure that appropriate material is selected for businessmen who are actually only interested in the summarised findings depicted in graphs and the implications, risks, alternatives and costs. This has poised the process for handover, discussion and conclusions leading to the interpretive process.

3.3.4.2 Interpretative Process

The goal here was to have created an understanding of the data collected during the survey, which was described during the finding process graphically and written. Now for the interpretation! The interpretative process commenced with the discussion and conclusions per question within each discipline whereby the theory of the literature review was used as an anchor and firm basis from which interpretations were made, thus keeping the golden thread throughout the research. I found this phase to be not quite as easy as I had thought. I had to reference the findings, the literature review, and present documents for analysis simulation in order to keep track. This was enhanced by opening three independent documents of which one had the questions already on, so that toggling between the documents became possible supported by the computer colour highlighter. The crux was version control. One has to ensure that the main document is not worked on as it can become version sensitive or damaged. It is suggested that a folder be opened for final documents in order to move and merge before final transfer to the main document.

The researcher must form a clear picture about the situation, in such a way as to enable him to finalise his thoughts, to probe the next level of discovery by reanalysing. This will be referred to as the integrated main conclusion where all the interpretations crystallize into a central understanding. This becomes possible by studying the findings and conclusions, thereby forming a holistic picture. The integrated main conclusion, being those few but very important conclusions that will point to 'the what' which needs to be addressed in order to answer the primary problem. The governance boundaries are made up of the integration of research objectives, the importance of the research address, the research problem statement and contribution to the research phenomenon.

The integrated main conclusion is the ability to see how the research unfolds in one's mind. This forms the foundation for integration of the intricate relationship between the disciplines (leadership, facilitation and SMP) and to see the affects of the opinions and beliefs of the categories (Executive, Functional Managers, Supervisors and Others) on how the CEO facilitates the SMP. This was overcome by printing the deductions and conclusions, reading through them, listing the main themes (by highlighting), confirming them by integrating themes from the research objectives and importance of the study supported by the mapping exercise. All the themes were placed on a page and counted by the number of times that they featured. These themes were then prioritised and coupled to a colour. The 45 question analysis was again read, highlighting the corresponding elements to the theme, grouping relevant and related information to each theme, synthesising the information and then bringing out the links between the disciplines and the categories. This synthesis transcribed into paragraphs makes up the integrated main conclusion which forms the basis on which the researcher draws his contribution. Keep in mind that the integrated main conclusions are not merely summaries of the previous conclusions but represent a crucially important, value added synthesis of the total analysis up to now.

The dissemination of the data has led to the development of a Facilitation Construct and Dialectic Relationship model between Facilitation and Leadership from the SMP perspective. This can be enhanced by further development of the SMP facilitation.

The data has been analysed, interpreted and presented leaving the researcher to construct his explanation and contribution in answer to the primary problem. This will show whether or not the CEO contributes to the facilitation of the SMP. Based on the integrated main conclusion, strengths and shortcomings in the current state of South

African CEO's facilitation in the SMP will be highlighted together with recommendations for possible implementation by small to medium sized companies.

3.3.5 Phase 4: Compiling of the Report

This research report is intended for four potential audiences; academics, participants in the study, policymakers and the general public. This report is within the academic environment making the methodology and academic metaphors the focus. It contains findings, analysis of findings (Discussion and Conclusions), interpretation of the analysis (Integrated main conclusion), researcher contributions and recommendations. I would like to think that the report has contributed directly or indirectly to investigation in the facilitation of the SMP within companies in South Africa. The narrative and the visual representation of the data were taken as departure points. Keep in mind that the narrative structure depends on the complexities of the phenomenon, the purpose, research objections and the importance of the study and the layout is not conventional research process (quantitative).

4. CHAPTER 4: FINDINGS

4.1 QUESTIONNAIRE ANALYSIS

A survey was conducted using a structured questionnaire. The questionnaire consisted of 45 questions focusing on the relationship of the SMP-leadership, leadership-facilitation and facilitation–SMP; revealing the influence of the CEO, consultants and management teams in the facilitation process of the SMP.

The questionnaire was sent out to 34 companies. 8 companies participated in the survey. These were made up of the categories: Executives (14), Functional Managers (18), Supervisors (23) and Others (40) listed under one of the specific companies and their departments resulting in a total of 95.

The data collection was redirected as access and interviews with the CEO's were impossible to correlate. The questionnaire was used as the primary source of data collection. The Executives, Functional Managers, Supervisors and Others had to describe the relationships between leadership, facilitation and the SMP and the impact this had on the CEO's facilitation of the SMP. The questionnaire was not given to the CEO but only to the four groupings in order to evaluate his/ her facilitation.

The idea behind this approach was to collect views on the facilitation approach used by the CEO from various teams (the Executives, Functional Managers, Supervisors and Others) within the organisation.

4.2 QUESTIONNAIRE FINDINGS

4.2.1 South African Company Response Data
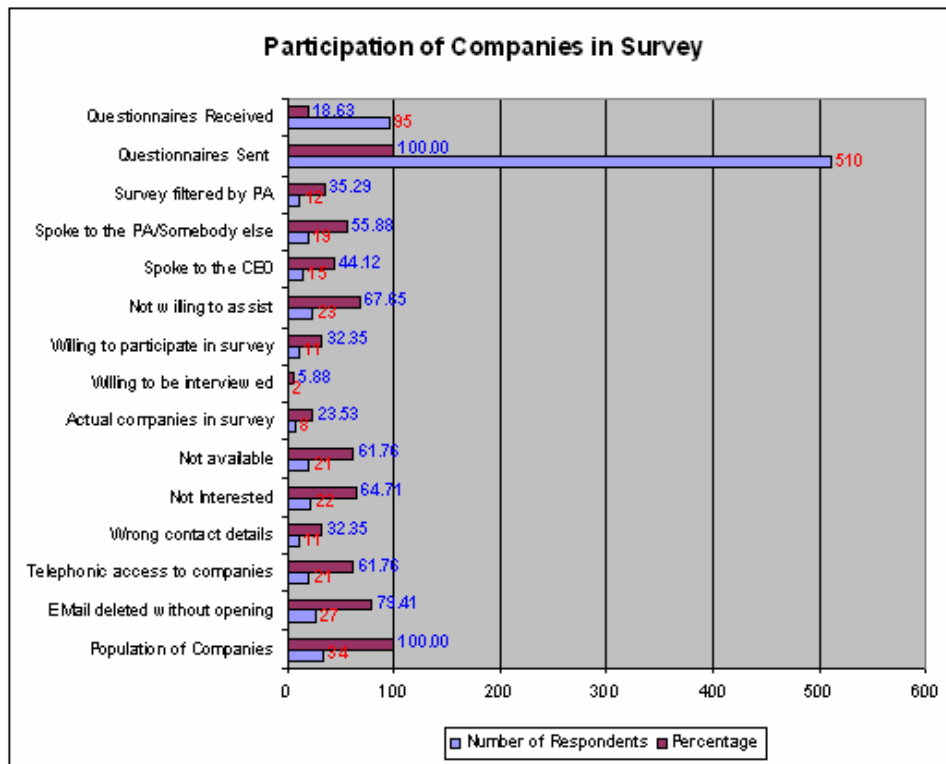
Graph 1: Participation of Companies in Survey

Management Grouping	Findings
Companies	• 32.35% (11) of the companies in the population (34) were willing to participate in the survey. Actual participation ended up to be 23.53% (8) as 3 companies withdrew. The sample therefore manifested in 23.53 % (8) of the possible identified companies. • Questionnaires (15) per company from the (34) population amounted to full surveys of 510. Only 95 were received back from the 8 companies, i.e.18.63% • 67.65% (23) of companies were not willing to assist with the survey. • 5.88% (2) of companies indicated their willingness to participate in an interview. This was cancelled on confirmation. 61.76 % and 64.71 % of companies were not available or not interested - an extremely high collation. • Access to the companies via e-mail resulted in 79.41% (27) deleting without opening, the request to participate in the survey. • Telephonic access 61.76% (21) was more successful, giving a chance to explain. 35.29% (12) access was screened by PA of the CEO or MD. • 55.88% (19) of the access to the companies was via the PA, functional manager or receptionist. • 44.12% (15) was engaging directly with the CEO or MD telephonically. Willingness to participate was confirmed telephonically. • 32.35% (11) had wrong details in the two source documentation, email addresses and telephone details.

Table 9: Finding on Participation of Companies in Survey

4.2.2 South African Business Sample Demography

4.2.2.1 Demography of Executive in South Africa
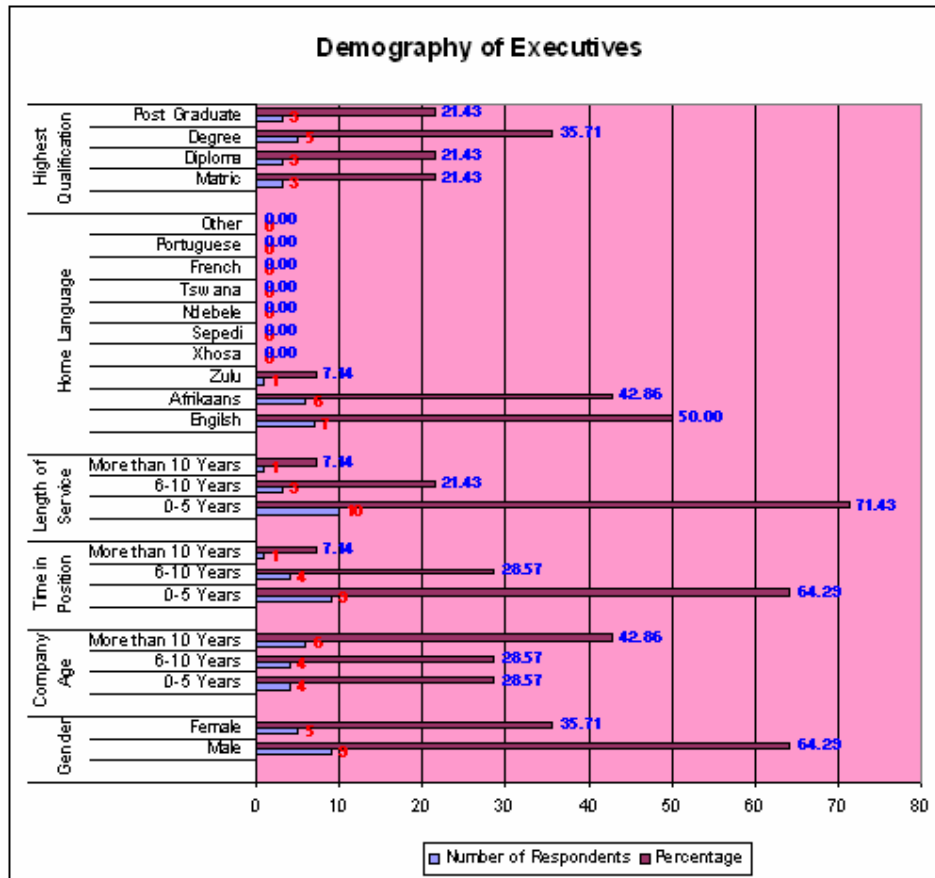
Graph 2: Demography of Executive

Management Grouping	Findings
Executives	14.7% of the sample group of 95 respondents were made up of Executives. 78.57% have a qualification higher than that of matric with 57.14% having degrees and postgraduate qualifications. 92.86% of the sample group speak English and Afrikaans as home languages, while only 7.14% speak Zulu. No other cultural languages were mentioned as Home Languages. 71.43% of the Executives have been with the company for less than 5 years, while 21.43% have been in the company between 6 and 10 years, and 7.14% have been with the company for more than 10 years. 64.29% of the Executives have been in the position of Executive for less than 5 years, while 7.14% have been in the position for more than 10 years. 42.86% of the companies are older than 10 years, while 57.14% are younger than 10 years old. This shows just less than half the Executives work for an established environment, while just over half have developed and built up the company's structures and formal operational concepts. 35.71% of the Executives are made up of females, while 64.29% are male, showing the growing trend of equal opportunity within the workplace.

Table 10: Finding on the Demography of Executives

4.2.2.2 Demography Functional Managers in South Africa
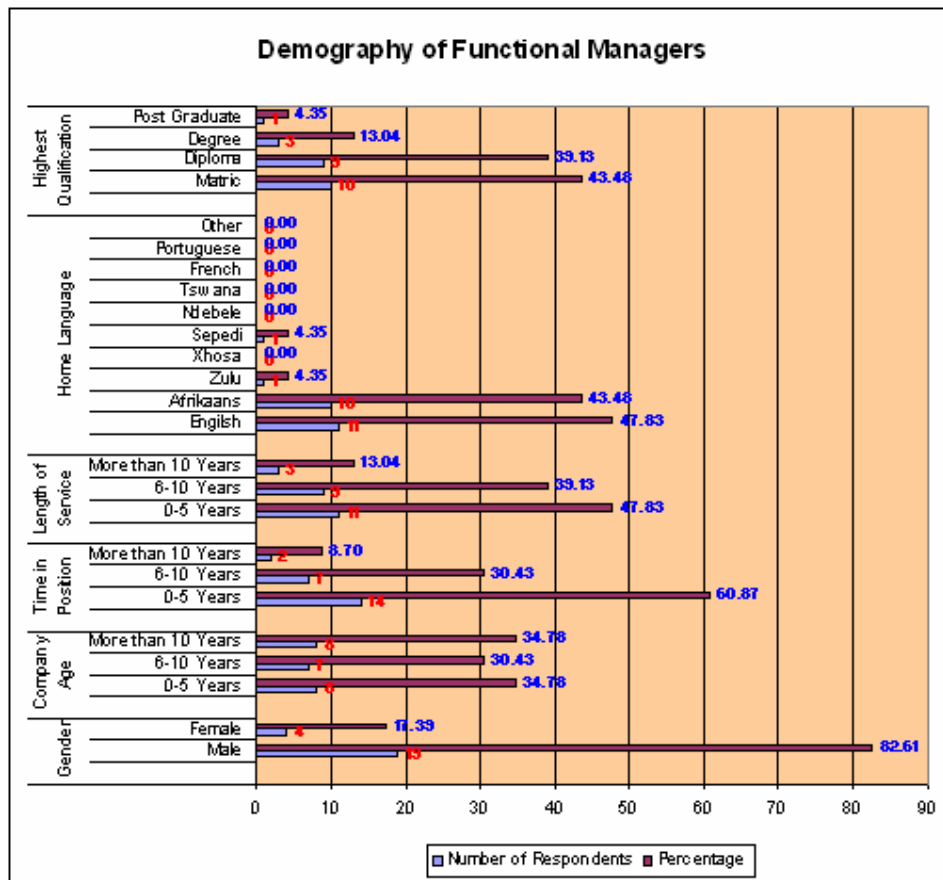
Graph 3: Demography of Functional Managers

Management Grouping	Findings
Functional Managers	• Functional Managers make up 24.21% of the sample group. • Only 17.39% of this group have completed degrees or postgraduate studies. • 39.13% have diplomas, while 43.48% have only a matric qualification. • 91.31% of the Functional Managers speak English or Afrikaans as a Home language, while only 8.70% speak a cultural language as a Home language. • 52.17% of Functional Managers have been with the company longer than 5 years, working their way up into the position. • 60.87% of the Functional Managers have been in a managerial position for less than 5 years, while only 8.70% have been in the position for more than 10 years. • 82.61% of the Functional Manager sample is male, while only 17.39% is female.

Table 11: Findings on the Demography of Functional Managers

4.2.2.3 Demography Supervisors in South Africa
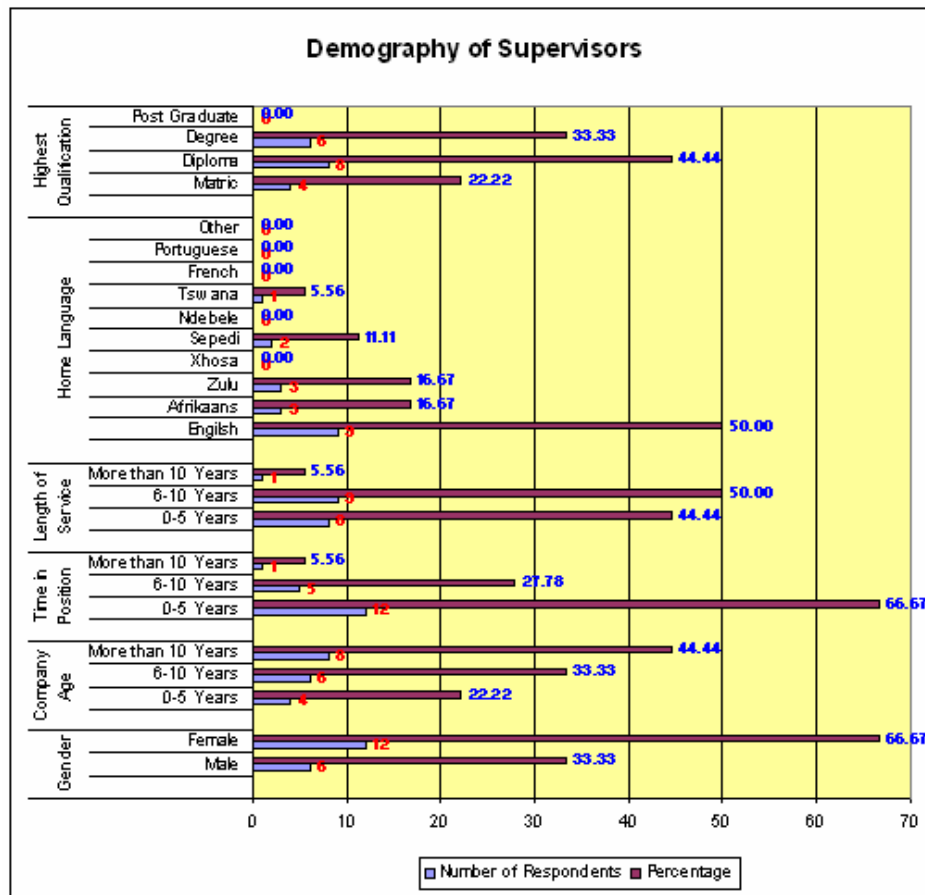
Graph 4: Demography of Supervisors

Management Grouping	Findings
Supervisors	• Supervisors make up 19.95% of the sample group who filled out questionnaires. • No supervisors in the sample group had a postgraduate qualification. • 77.77% of the supervisors had some form of post-matric qualification. • 33.34% of supervisors speak a cultural language at home, while 50% speak English. • 94.44% of supervisors have been with their particular company for less than 10 years and 66.57% of them have held a supervisor's position for less than 5 years. • 66.67% of the sample group of supervisors are female, while only 33.33% are male.

Table 12: Findings on the Demography of Supervisors

4.2.2.4 Demography Others in South Africa
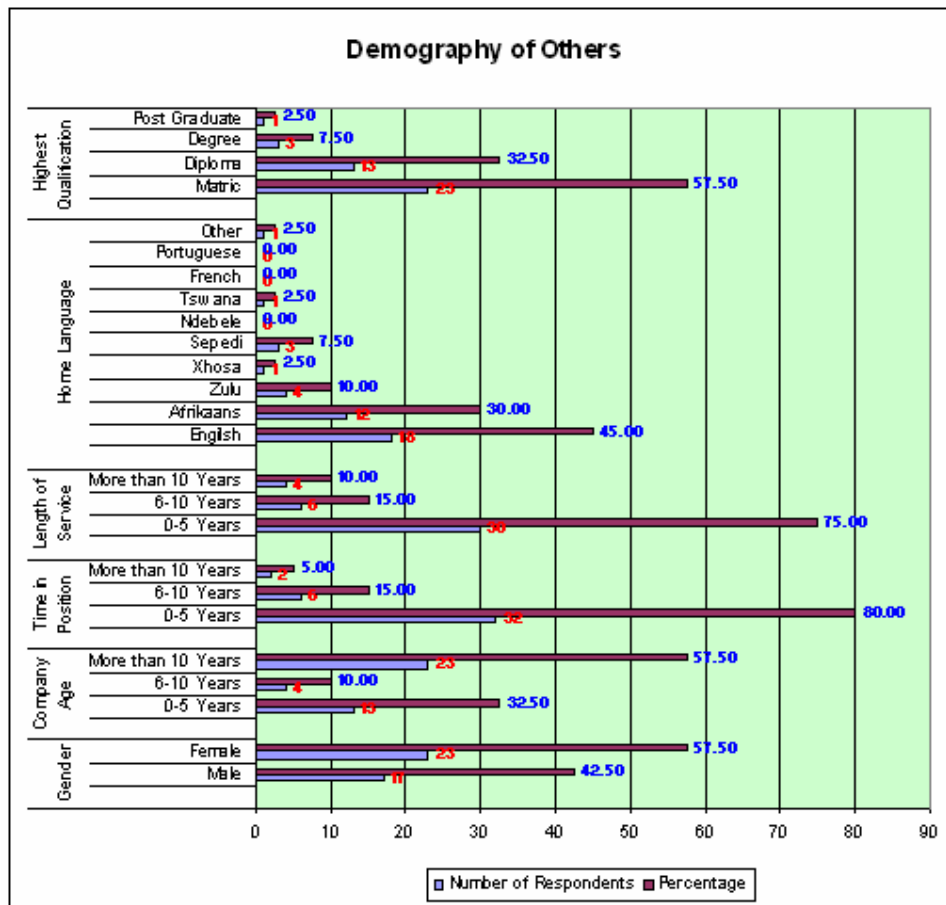
Graph 5: Demography of Others

Management Grouping	Findings
Others	• This group makes up 42% of the total sample studied. • 57.5% of the group have matric as their highest qualification, while 90% of this group have either a matric certificate or a diploma as their highest qualification. Only 10% have a degree or a post-graduate qualification. • 45% speak English as a Home Language, 30% speak Afrikaans while 25% speak Traditional Cultural languages, of which Zulu is the most common, at 10%. • 75% of this group have less than 5 years service, while 80% have less than 5 years service in their present company. • 57.5% work for a company that is older than 10 years. • 57.50% of the sample is made up of females while only 42.5% is made up of males showing the competitiveness of today's job market.

Table 13: Findings on the Demography of Others

4.2.2.5 Integrated Demography of the South African Sample
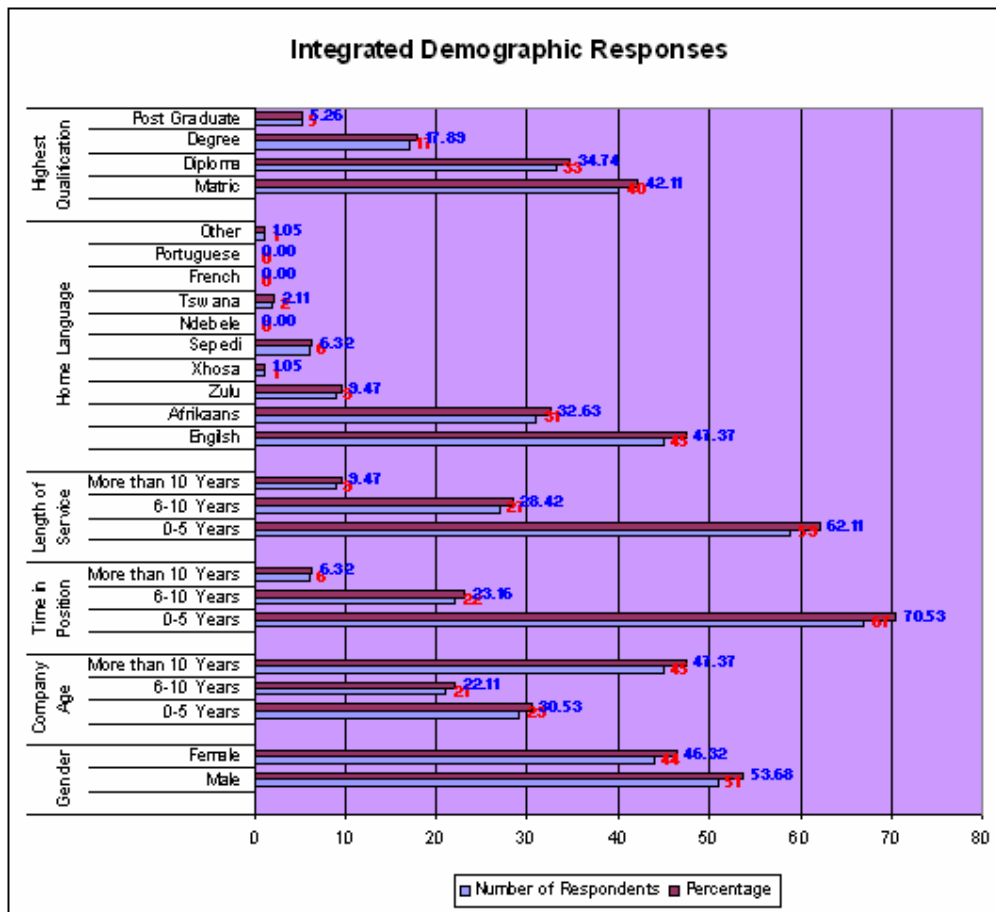
Graph 6: Integrated Demographic Responses

Management Grouping	Findings
Integrated	• 42.11% of the sample has matric as highest qualification, while only 5.26% have a post-graduate qualification. • 47.37% of the sample group speak English as Home Language, while 32.63% speak Afrikaans at home and only 20% speak other languages at home. • 62.11% of the sample has worked for their present company for less than 5 years, while only 9.47% have been with the same company for over 10 years. • The questionnaires revealed that 70.53% of employers have been in their current position for less than 5 years, while only 6.32% have been in the position for longer than 10 years. • 41.37% of the companies participating in the study have been in existence for more than 10 years. • 53.68% of the sample is made up of males, while 46.32% consists of females, showing that the job market is still dominated by males.

Table 14: Findings on the Integrated Demographic Responses

4.2.3 Section A- Leadership in South Africa

4.2.3.1 Question 1: *"The CEO provides direction for the organisation as a whole by personally writing the statement or vision"*
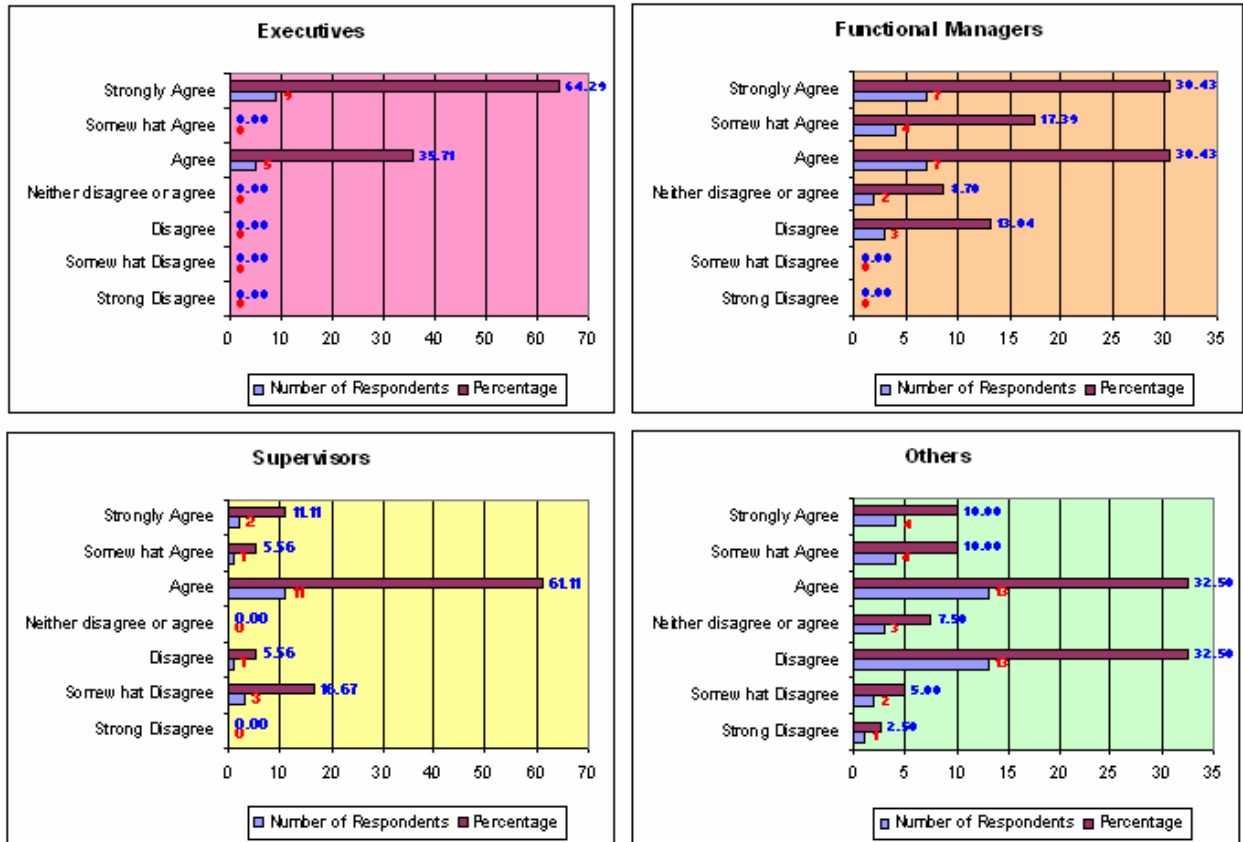
Graph 7: Schematic Representation of Leadership Question 1

Graph 8: Integrated Reponses to Leadership Question 1

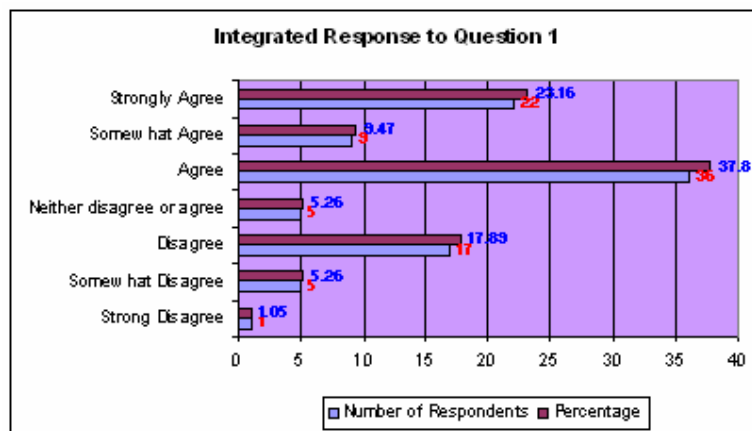| Management Grouping	Findings
Executives	• 64.21% (9) Strongly Agree, 35.71% (5) Agree making up a majority view of 100% that the CEO provides direction- personally writing the statement or vision • There is no negative indication presently and this can therefore be seen as absolute
Functional Managers	• 30.43% (7) Strongly Agree, 30.43% (7) Agree and 17.39% (4) Somewhat Agree making up a majority view of 78.62% (18) who agree that the CEO provides direction by personally writing the statement or vision • 8.76% (2) of the functional managers are non-committal • 10.94% (3) Disagree
Supervisor	• 11.11% Strongly Agree, 61.11% (11) Agree, 5.56% (1) Somewhat Agree making up a majority view of 77,78% who agree that the CEO provides direction by personally writing the statement or vision • 5.56% (1) Disagree and 16.73%(3) Somewhat Disagree making up a minority view of 22.29%
Others	• 10% (4) Strongly Agree, 32.50% (13) Agree and 10% (4) Somewhat Agree. There is 52.50% affirmation that the CEO personally writes the statement or vision • 7.50% (3) Non Committal • 2.50% (1) Strongly Disagree, 32.50% (13) Disagree, 5% (2) Somewhat Disagree making up a 40% view that indicates the CEO does not write the statement or vision personally.
Integrated view	• 23.16% (22) Strongly Agree, 9.47% (9) Agree and 37.89% (36) Somewhat Agree. This makes up a 70.52% majority view affirming that the CEO personally provides direction in writing the statement or vision • 5.26%(5) Non Committal • 1.05% (1) Strongly Disagrees, 5.26% (5) Somewhat Disagrees, 17,89% (17) Disagrees amounting to 24.65% minority view that the CEO does not personally provide direction by writing the statement or vision

Table 15: Finding on Leadership Question 1

4.2.3.2 Question 2: "The management team is aligned with the CEO's strategic direction statement or vision"
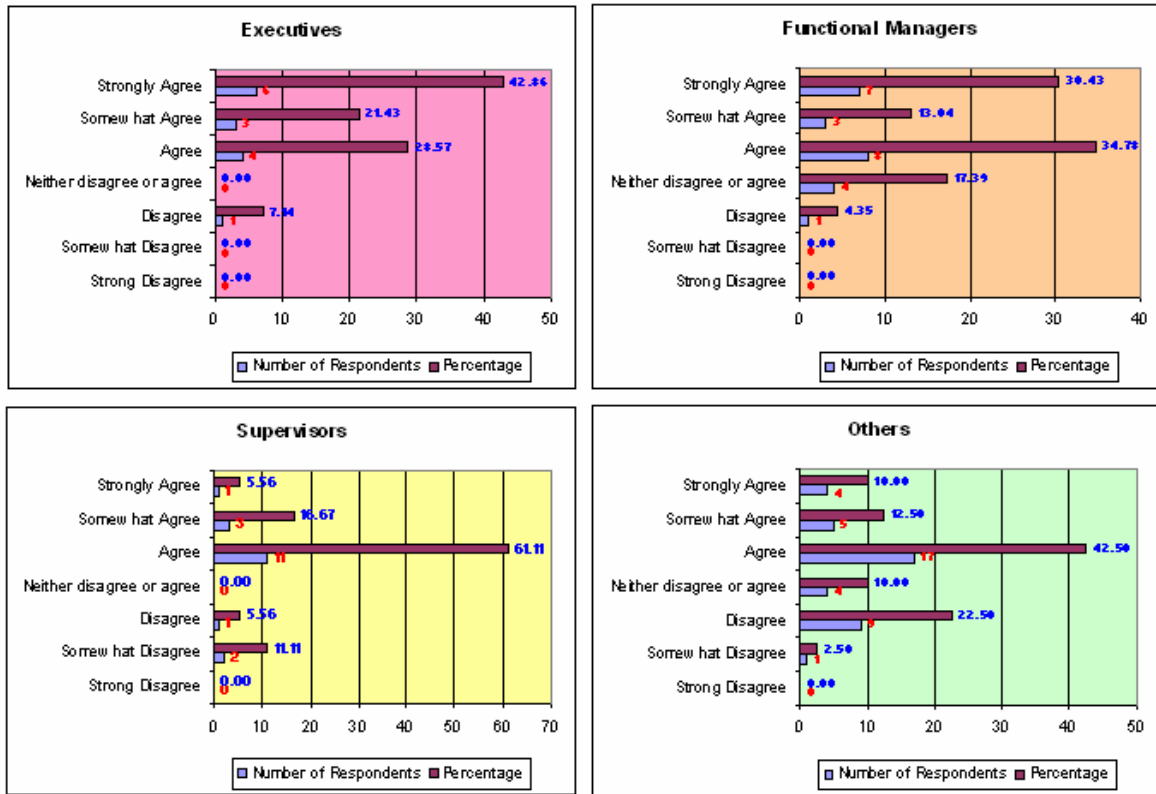
Graph 9: Schematic Representation of Leadership Question 2
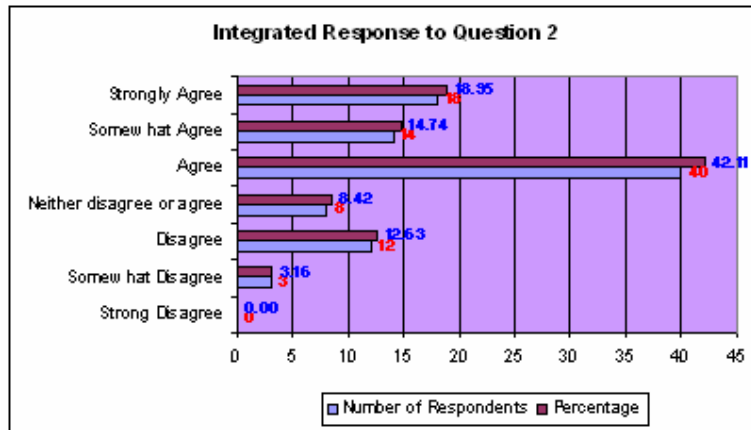

Graph 10: Integrated Responses to Leadership Question 2

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 28.57% (4) Agree and 21.43% (3) Somewhat Agree making up 92.86% majority view that the management team is aligned with the CEO's direction statement or vision • 7.64% (1) Disagree
Functional Managers	• 30.43% (7) Strongly Agree, 34.78% (8) Agree and 13.04% (3) Somewhat Agree making up the majority view of 78.25% that the management team is aligned with the CEO's strategic direction statement or vision • 17.39% (4) Non Committal • 4.35% (1) Disagree
Supervisor	• 5.56% (1) Strongly Agree, 61.11%(11) Agree and 16.67% (3) Somewhat Agree making up 83.34% majority view that the management team is aligned with the CEO's strategic direction • 5.56% (1) Disagree, 11.11% (2) Somewhat Disagree - 16.67% state that the management teams are not aligned with the CEO
Others	• 10% (4) Strongly Agree, 42.50% (17) Agree, 12.50% (5) Somewhat Agree making up 65% of the "other" respondents who aligned with the CEO's strategic direction or vision • 10% (4) Non Committal • 22,50% (9) Disagree, 2.50% (1) Somewhat Disagree making up a 25% deviation of alignment of the management team with the CEO's direction statement or vision
Integrated view	• 18.95% (18) Strongly Agree, 42.11% (40) Agree and 14.74% (14) Somewhat Agree making up a 75.80% majority view that the management team is aligned with the CEO's strategic direction statement or vision, giving a negatively skewed graph. • 8.42% (8) Non Committal • 12.63% (12) Disagree and 3.16% (3) Somewhat Disagree resulting in the minority view of 15.79% who feel that the management team is not aligned with the CEO's strategic direction statement or vision

Table 16: Findings on Leadership Question 2

4.2.3.3 Question 3: "The CEO communicates directly with the members of the company"
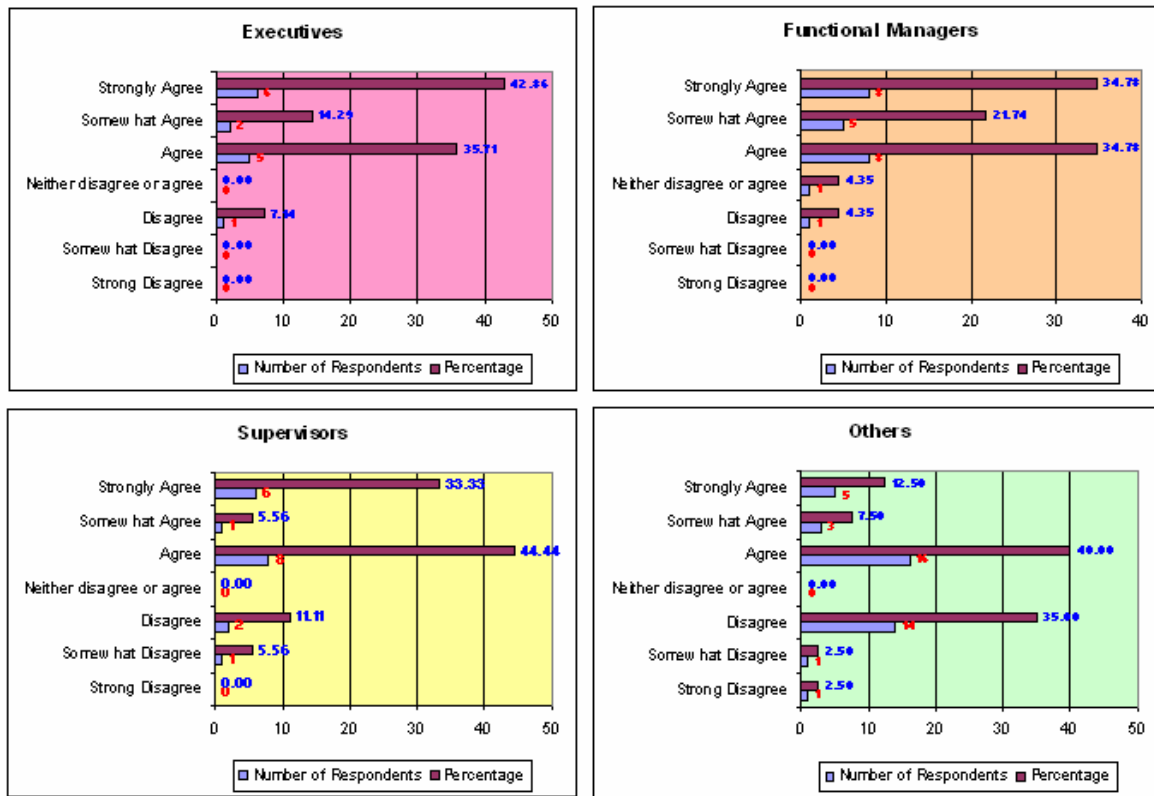
Graph 11: Schematic Representation of Leadership Question 3
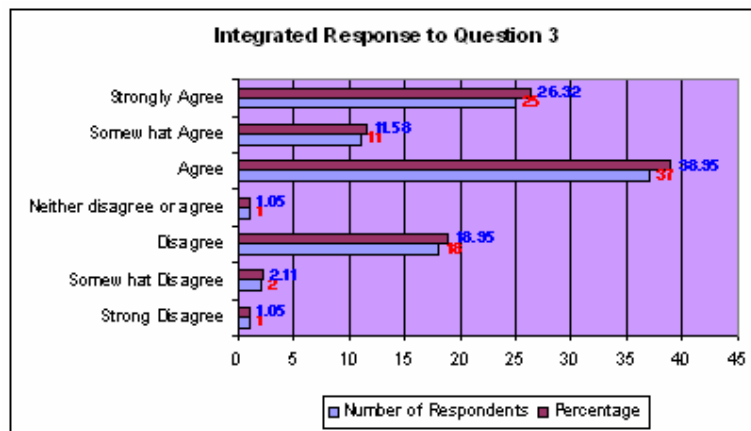
Graph 12: Integrated Response to Leadership Question 3

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 35.71% (5) Agree and 14.25 (2) Somewhat Agree leading to an overwhelming and resounding 92.82% majority view of the Executives confirming that the CEO communicates directly with members of the company • 7.34% (1) Disagree
Functional Managers	• 34.78% (8) Strongly Agree, 34.78% (8) Agree and 21.74% (5) Somewhat Agree making up a 91.3% majority view of the functional managers that the CEO does communicate directly with the members within the company • 4.35% (1) Non Committal • 4.35% (1) Disagree
Supervisor	• 33.33% (6) Strongly Agree, 44.44% (8) Agree, 5.56 % Somewhat Agree making up a 83.33% majority view of the Supervisors confirming that the CEO communicates directly with the company's supervisors • 11.11% (2) Disagree, 5.56% (1) Somewhat Disagree making up a 16.67 % view that the CEO does not communicate directly with members in the Company
Others	• 12.50% (5) Strongly Agree, 40% (16) Agree, 7.50% (3) Somewhat Agree making up 60% view that the CEO communicates directly with members of the company • 2.50% (1) Strongly Disagree, 35% (14) Disagree, 2.50% (2) Somewhat Disagree making up a view of 40% that the CEO does not communicate directly with members
Integrated view	• 26.32% (25) Strongly Agree, 38.95% (37) Agree, 11.58% (11) Somewhat Agree making up 76.80% majority view that the CEO communicates directly with the members within the company, resulting in a negatively skewed graph. • 1.05% (1) Non Committal • 1.05% (1) Strongly Disagree, 2.10% (1) Disagree, 18.95% (18) Somewhat Disagree 2.11% (2) making up of a 22.11% view of the members who feel that the CEO does not speak directly to the members within the Company

Table 17: Findings on Leadership Question 3

4.2.3.4 Question 4: "The CEO issues directives and orders through a chain of command (CEO -Managers –Supervisors)"
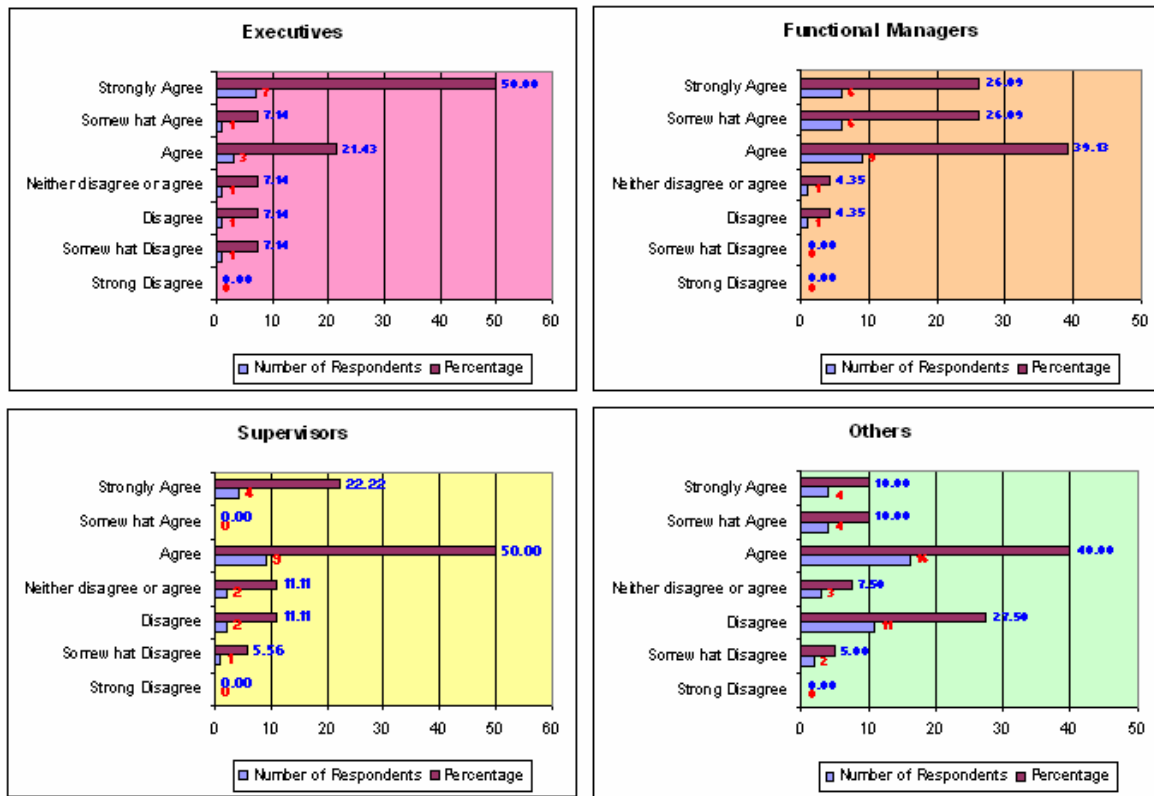
Graph 13: Schematic Representation of Leadership Question 4
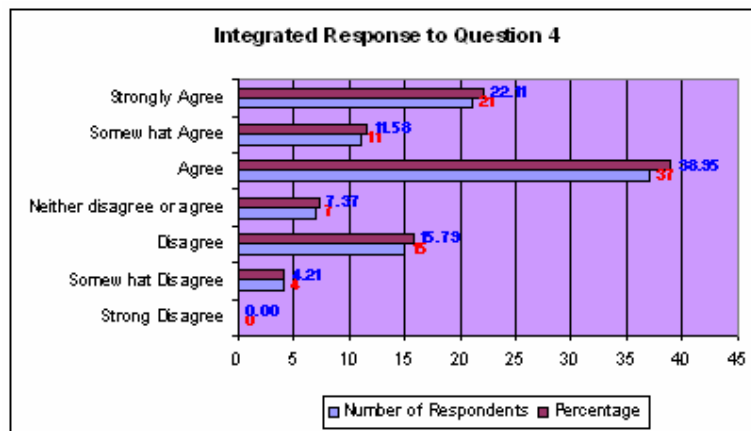
Graph 14: Integrated Response to Leadership Question 4

Management Grouping	Findings
Executives	• 50.00% (7) Strongly Agree, 21.34% (3) Agree and 7.54% (1) Somewhat Agree making up 78.97% majority view that the CEO issues directives and orders through a command channel • 7.54% (1) Non Committal • 7.54% (1) Disagree, 7.54% (1) Somewhat Disagree making up a 15.06 % minority view that the CEO does not issue directive and instructions via a chain of command
Functional Managers	• 26.09% (6) Strongly Agree, 39.13% (9) Agree and 26.09% (6) Somewhat Agree making up 91.31% majority view confirmation that the CEO issues directives and orders through a chain of command • 4.35% (1) Non Committal • 4.35% (1) Disagree
Supervisor	• 22.22% (4) Strongly Agree, 50% (9) Agree making up 72% majority view that the CEO issues directives and orders through a chain of command • 11.11% (2) Non Committal • 11.11% (2) Disagree and 5.56%(1) Somewhat Disagree making up16.67% minority view that the CEO does not issue directives and orders via a chain of command
Others	• 10% (4) Strongly Agree, 40% (14) Agree and 10% (4) Somewhat Agree making up the majority view of 60% who agree that the CEO issues orders through a chain of command • 7.50% (3) Non Committal • 27.50% (11) Disagree, 5% (2) Somewhat Disagree making up a 32.5% view that the CEO does not make use of orders and directives via a chain of command
Integrated view	• 22.11% (21) Strongly Agree, 38.95% (37) Agree and 11.58% (11) Somewhat Agree - making up a 72.64% majority view that the CEO issues directives and orders through a chain of command • 15.79% (15) Disagree and 4.21% (4) Somewhat Disagree making up a minority 20% view that the CEO does not make use of directives and order via a chain of Command.

Table 18: Findings on Leadership Question 4

4.2.3.5 Question 5: "The CEO has time for Everybody"
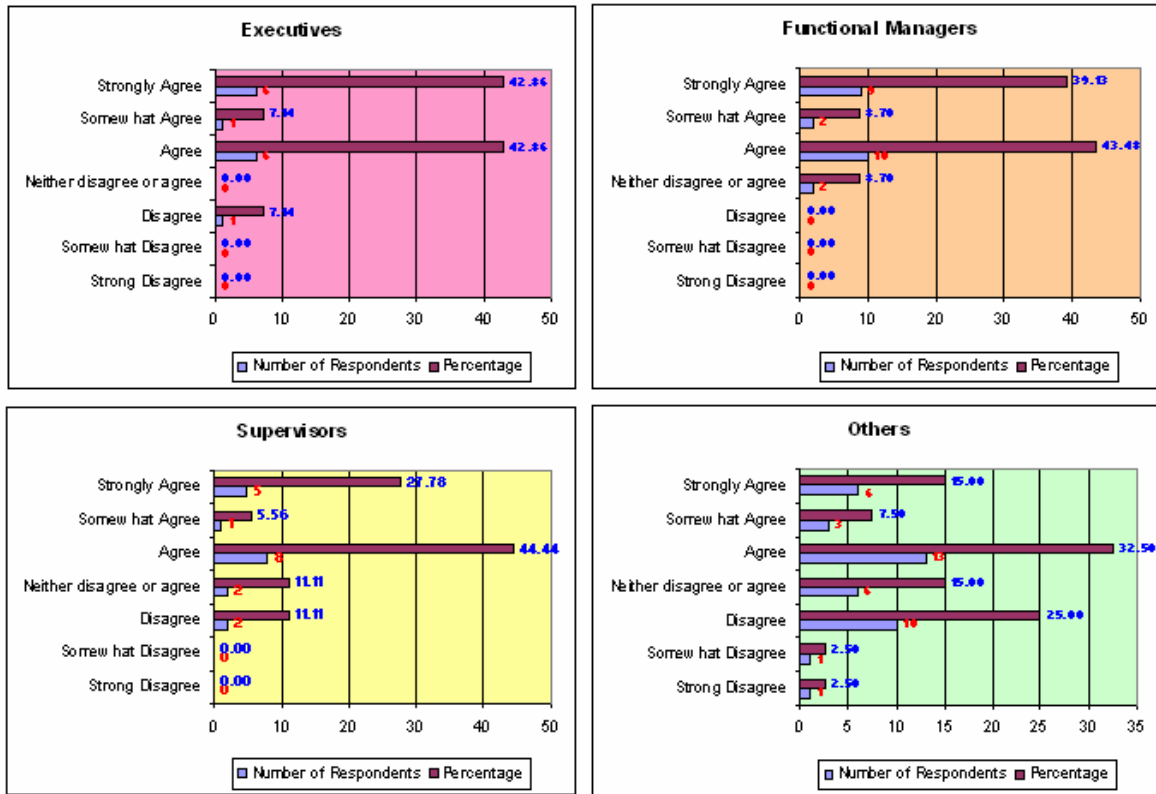
Graph 15: Schematic Representation of Leadership Question 5

Graph 16: Integrated Response to Leadership Question 5

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 42.86% (6) Agree, 7.64% (1) Somewhat Agree making up a 93.36% majority view that the CEO has time for everybody • 7.64%(1) Disagree
Functional Managers	• 39.13% (9) Strongly Agree, 43.48% (14) Agree, 8.70% (2) Somewhat Agree making up an overwhelming view of 91.31% who agree that the CEO has time for everybody • 8.70% (2) Non Committal
Supervisor	• 27.78% (5) Strongly Agree, 44.44% (8) Agree and 5.56% (1) Somewhat Agree making up a 77.78% majority view that the CEO has time for everybody • 11.11% (2) Non Committal • 11.11% (2) Disagree
Others	• 15% (6) Strongly Agree, 32.50% (13) Agree, 7.50% (3) Somewhat Agree making up 55% view that the CEO has time for everybody • 15% (6) Non Committal • 2.5% (1) Strongly Disagree, 25% Disagree and 2,5% Somewhat Disagree making up a view of 30% who believe the CEO does not have time for everybody in the company
Integrated view	• 27.37% (26) Strongly Agree, 38.95% (37) Agree, 7.37% (7) Somewhat Agree making up a majority view of 73.69% confirming that the CEO has time for company members • 10.53% (10) Non Committal • 1.05% (1) Strongly Disagree, 13.68% (13) Disagree, 1.05% (1) Somewhat Disagree making up 15.7% who don't think the CEO has time for everybody within the company

Table 19: Findings on Leadership Question 5

4.2.3.6 *Question 6: "The CEO is building pride and passion within the staff and the management team"*
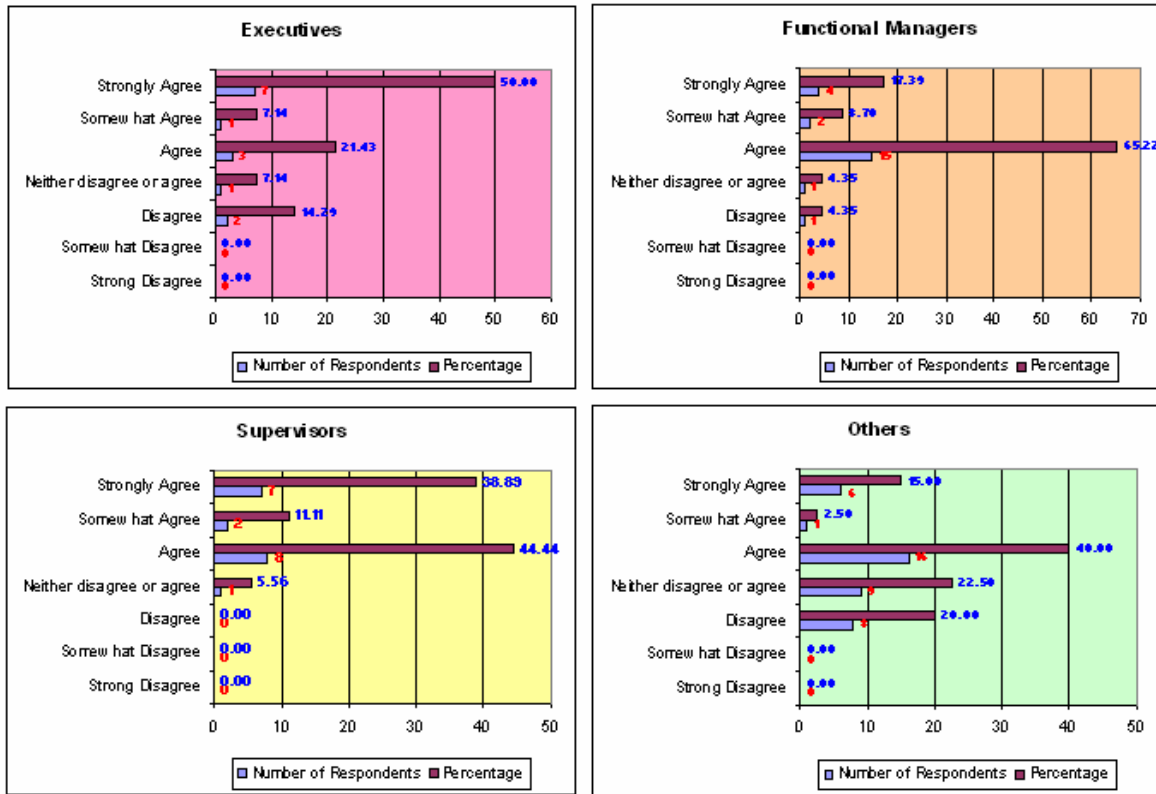
Graph 17: Schematic Representation of Leadership Question 6
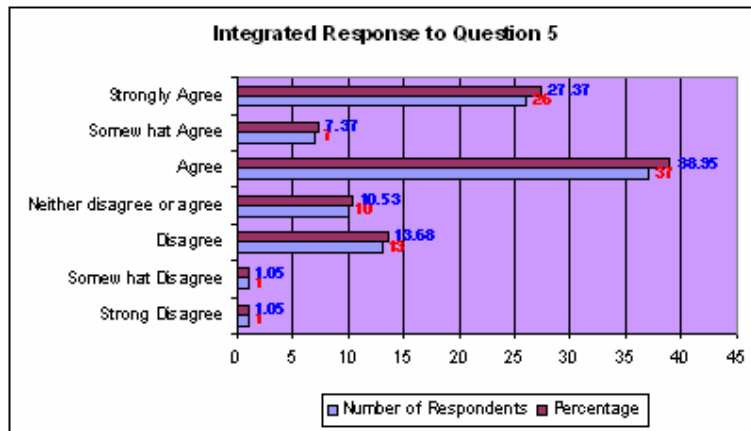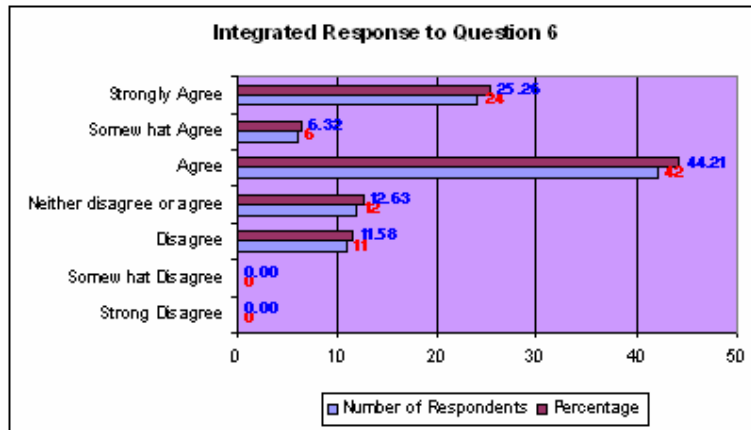

Graph 18: Integrated Response to Leadership Question 6

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 21.43% (3) Agree, 7.14% (1) Somewhat Agree making up a 78.57% majority view by the Executives who feel that the CEO is building passion and pride within the staff and the management team. • 7.14% (1) Non Committal • 14.21% (2) Disagree that the CEO builds passion and pride within the environment.
Functional Managers	• 17.39% (4) Strongly Agree, 65.22% (15) Agree, 8.70% (2) Somewhat Agree making up a majority view of 91.93% of the functional managers who feel that the CEO is building pride and passion within the staff and management team of the company • 4.35% (1) Non Committal • 4.35% (1) Disagree
Supervisor	• 38.89% (7) Strongly Agree, 44.44% (8) Agree, 11.11% (2) Somewhat Agree making up a 94.44% strong majority view who feel that the CEO is building pride and passion within the staff and management team of the company • 5.56% (1) Non Committal
Others	• 15% (6) Strongly Agree, 40% (14) Agree, 2.50% (1) Somewhat Agree making up 57.5% view that the CEO builds pride and passion in the company • 22.50% (9) Non Committal • 20% (8) Disagree that the CEO is building pride and passion in the company
Integrated view	• 25.26% (24) Strongly Agree, 44.21% (42) Agree, 6.32% (6) Somewhat Agree making up a majority view of 75.79% that the CEO is building pride and passion within the staff and management team of the company. This has resulted in a negatively skewed graph. • 12.63% (12) Non Committal • 11.58% (11) Disagree

Table 20: Findings on Leadership Question 6

4.2.3.7 Question 7: "The CEO approaches his/her job with professionalism and dedication"
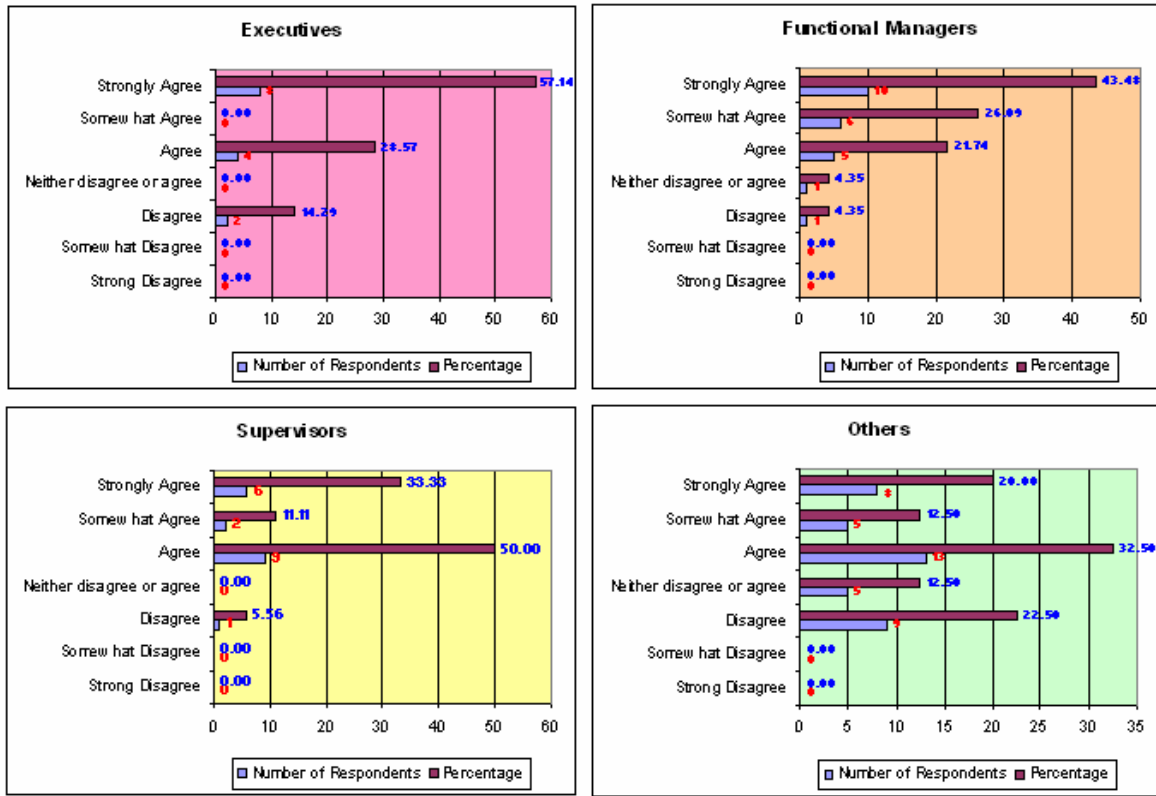
Graph 19: Schematic Representation of Leadership Question 7

Graph 20: Integrated Response to Leadership Question 7

Management Grouping	Findings
Executives	• 57.14% (9) Strongly Agree, 28.57% (4) Agree making up 85.71% majority view that the CEO approaches tasks with professionalism and dedication • 14.24% (2) Disagree.
Functional Managers	• 43.48% (14) Strongly Agree, 21.74% (3) Agree 26.09% (4) Somewhat Agree making up an overwhelming majority view of 91.31% who agree that the CEO approaches tasks with professionalism and dedication • 4.35% (1) Non Committal • 4.35% (1) Disagree
Supervisor	• 33.33% (6) Strongly Agree, 50% (9) Agree, 11.11% (2) Somewhat Agree which constitutes a majority view of 94.44% that the CEO approach tasks with professionalism and dedication • 5.56 %(1) Disagree
Others	• 20% (8) Strongly Agree, 32.50% (13) Agree, 12.54% (5) Somewhat Agree making up a 65.04% view that the CEO approaches tasks with professionalism and dedication • 12.54% (5) Non Committal • 22.54% (9) Disagree holding the view that the CEO does not approach tasks with professionalism and dedication
Integrated view	• 33.68% (33) Strongly Agree, 32.63 % Agree, 13.68% Somewhat Agree making up the majority view of 79.99% who agree that the CEO approaches tasks with professionalism and dedication. Resulting in a negatively skewed graph. • 6.32% (6) Non Committal • 13.68% (13) Disagree

Table 21: Findings on Leadership Question 7

4.2.3.8 Question 8: "Our firm has a poor future unless it can attract better managers"
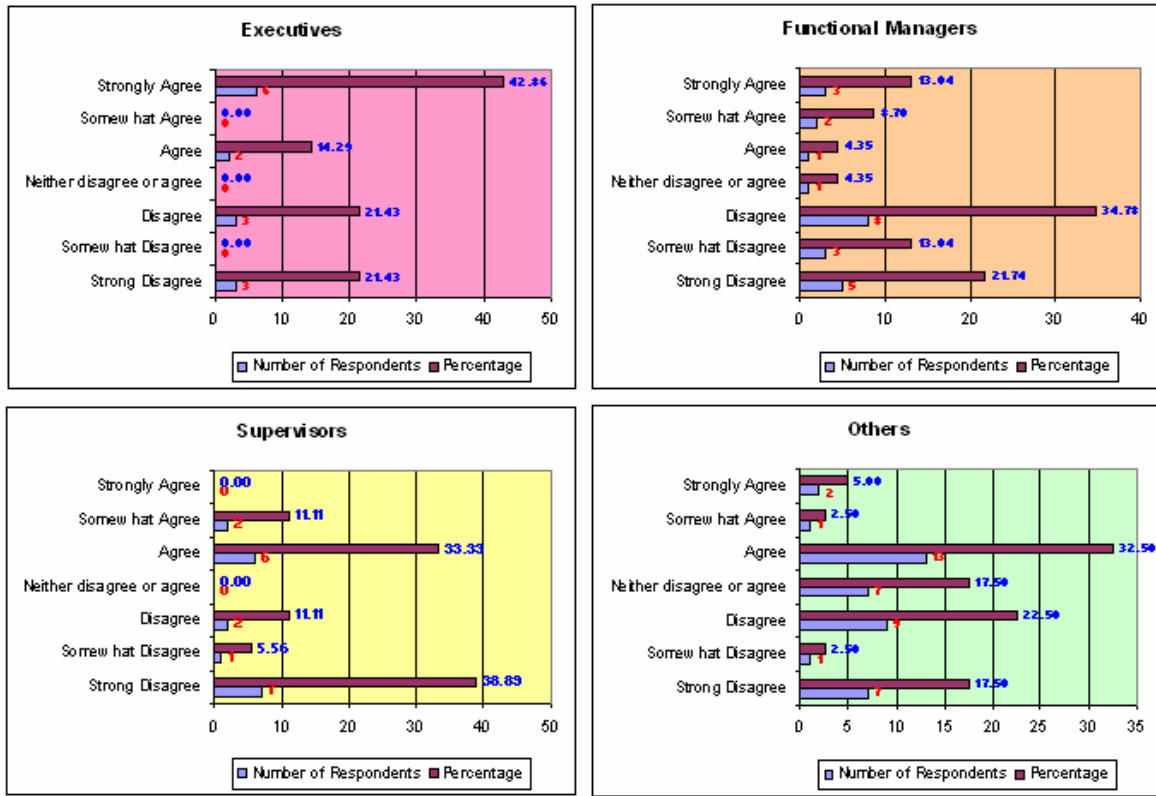
Graph 21: Schematic Representation of Leadership Question 8
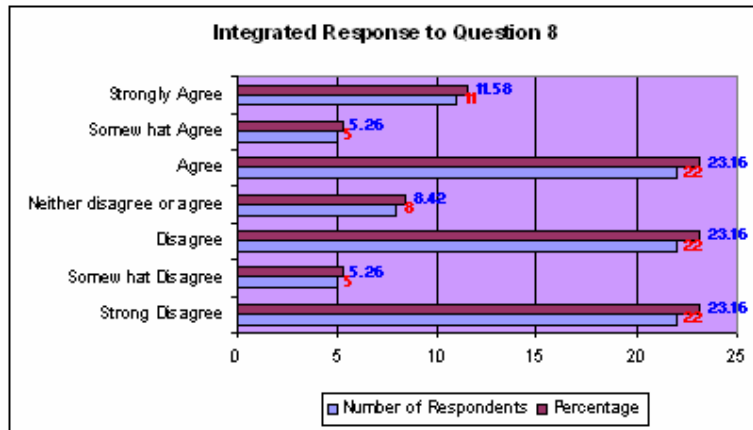
Graph 22: Integrated Response to Leadership Question 8

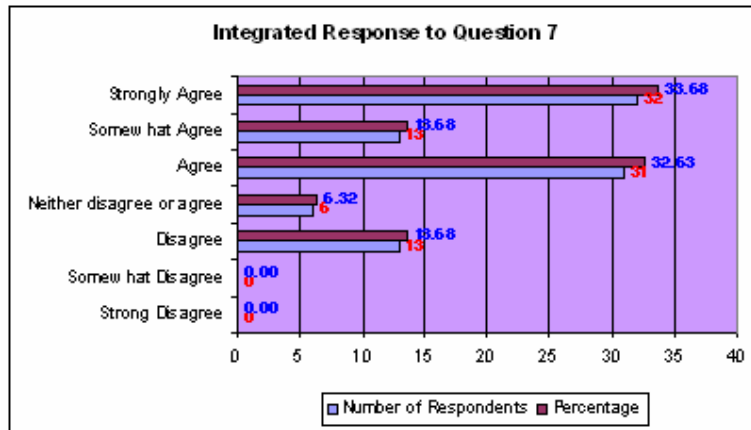| Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 14.29% (2) Agree which makes up 57.15% of the Executives who confirm that the firm will have a poor future unless they can attract better managers • 21.43% (3) Strongly Disagree, 21.43% (3) Disagree which makes up a 42.86% view that the firm will have a good future with the present managers
Functional Managers	• 13.04% (3) Strongly Agree, 4.35% (1) Agree, 8.70% (2) Somewhat Agree making up of a view of only 26.9% of the functional managers who feel that the company has a poor future with the present managers • 4.35% (1) Non Committal • 21.74% (5) Strongly Disagree, 34.78% (8) Disagree, 13.04% (3) Somewhat Disagree making up a 69.56% view that the firm will have a good future with the present managers
Supervisor	• 33.33% (6) Agree, 11.11% (2) Somewhat Agree which makes up 44.44% of the Supervisors who feel that the firm will have a poor future unless they can attract better managers • 38.89% (7) Strongly Disagree, 11.11% (2) Disagree 5.56% (1) Somewhat Disagree making up a 55.56% view that the company will have an acceptable future with the present management
Others	• 5% (2) Strongly Agree, 32.50% (13) Agree, 2.5% (1) Somewhat Agree making up a 40% view that the firm will have a poor future unless they can attract better managers • 17,50% (7) Non Committal • 17.50% (7) Strongly Disagree, 22.50% (9) Disagree 2.5% (1) Somewhat Disagree. This constitutes a split view of 42.5%
Integrated view	• 11.58% (11) Strongly Agree, 23.16% (22) Agree 5.56% (5) Somewhat Agree making up a 40.3% view that the firm will have a poor future unless they can attract better managers • 8.42% (8) Non Committal • 23.16% (22) Strongly Disagree, 23.16% (22) Disagree, 5.26% (5) Somewhat Disagree making up 51.58% of the overall sample who feel that the company will have an acceptable future with the present management

Table 22: Findings on Leadership Question 8

4.2.3.9 Question 9: *"Given this CEO's track record, I see no reason to doubt his/her competence and preparation to facilitate the Strategic Management Process"*
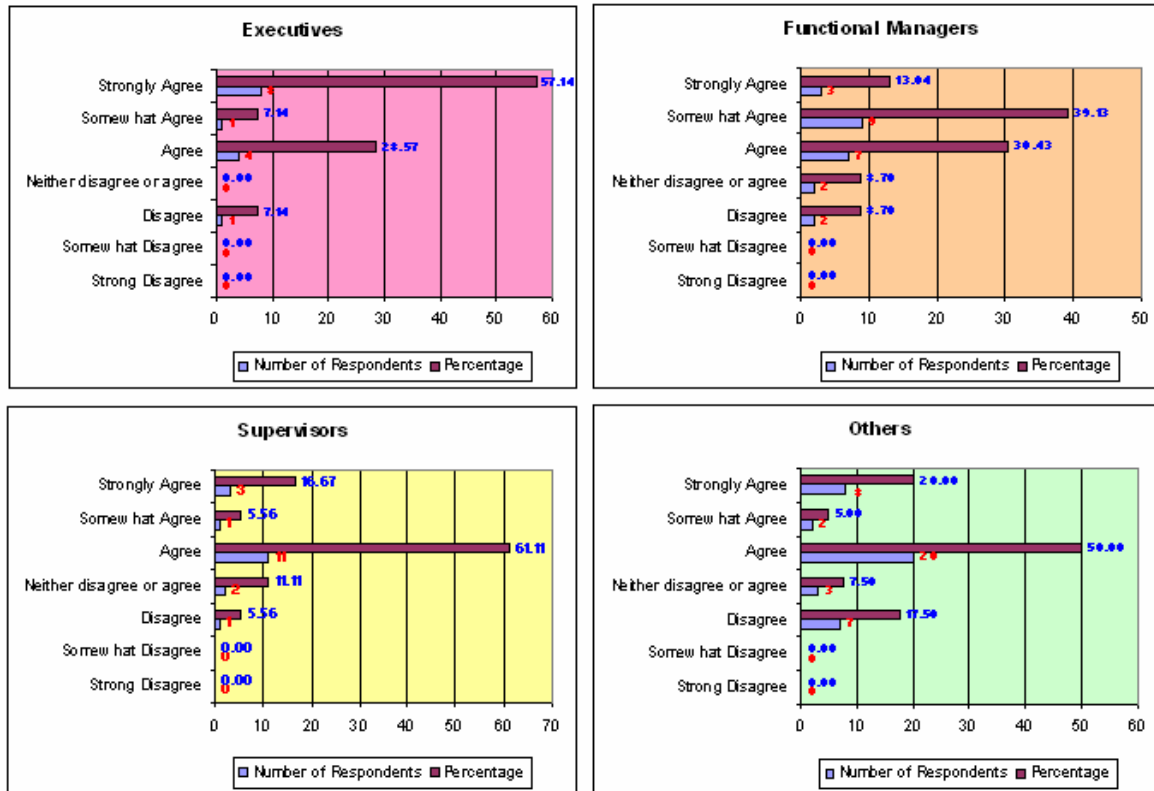
Graph 23: Schematic Representation of Leadership Question 9
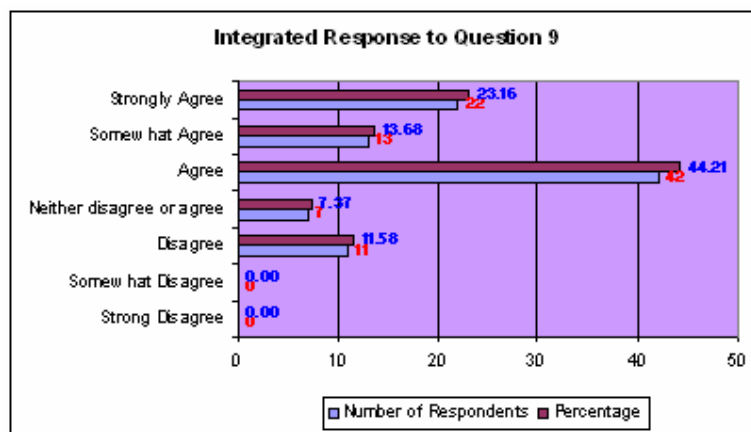
Graph 24: Integrated Response to Leadership Question 9

Management Grouping	Findings
Executives	• 57.14% (8) Strongly Agree, 28.57% (4) Agree, 7.14% (1) Somewhat Agree making up a majority view of 92.85% of the Executives who feel that the CEO's track record, preparation and competence is confirmed to facilitate the Strategic Management Process • 7.14% (1) Disagree
Functional Managers	• 13.04% (3) Strongly Agree, 30.43% (7) Agree, 39.13% (9) Somewhat Agree making up a majority view of 82.6% who agree that the CEO's track record, preparation and competence is confirmed to facilitate the Strategic Management Process • 8.70% (2) Non Committal • 8.70% (2) Disagree
Supervisor	• 16.67% (3) Strongly Agree, 6.11% (11) Agree, 5.56% (1) Somewhat Agree making up a majority view of 83.34% who feel that the CEO's track record, preparation and competence is confirmed to facilitate the Strategic Management Process • 11.11% (2) Non Committal • 5.56% (1) Disagree
Others	• 20%v(8) Strongly Agree, 50% (24) Agree, 5.0% (2) Somewhat Agree making up the majority view of 75% who agree that the CEO's track record, preparation and competence is confirmed to facilitate the Strategic Management Process • 7.50% (3) Non committal • 17.54% (7) Disagree
Integrated view	• 23.16% (22) Strongly Agree, 44.21% (42) Agree, 13.68% (13) Somewhat Agree making a strong majority view of 81.05% of the entire sample who feel that the CEO's track record, preparation and competence is confirmed to facilitate the Strategic Management Process. This results in a negatively skewed graph. • 7.37% (7) Non Committal • 11.58% (11) Disagree

Table 23: Findings on Leadership Question 9

4.2.3.10 Question 10: "I would be very happy to spend the rest of my career with this organisation"
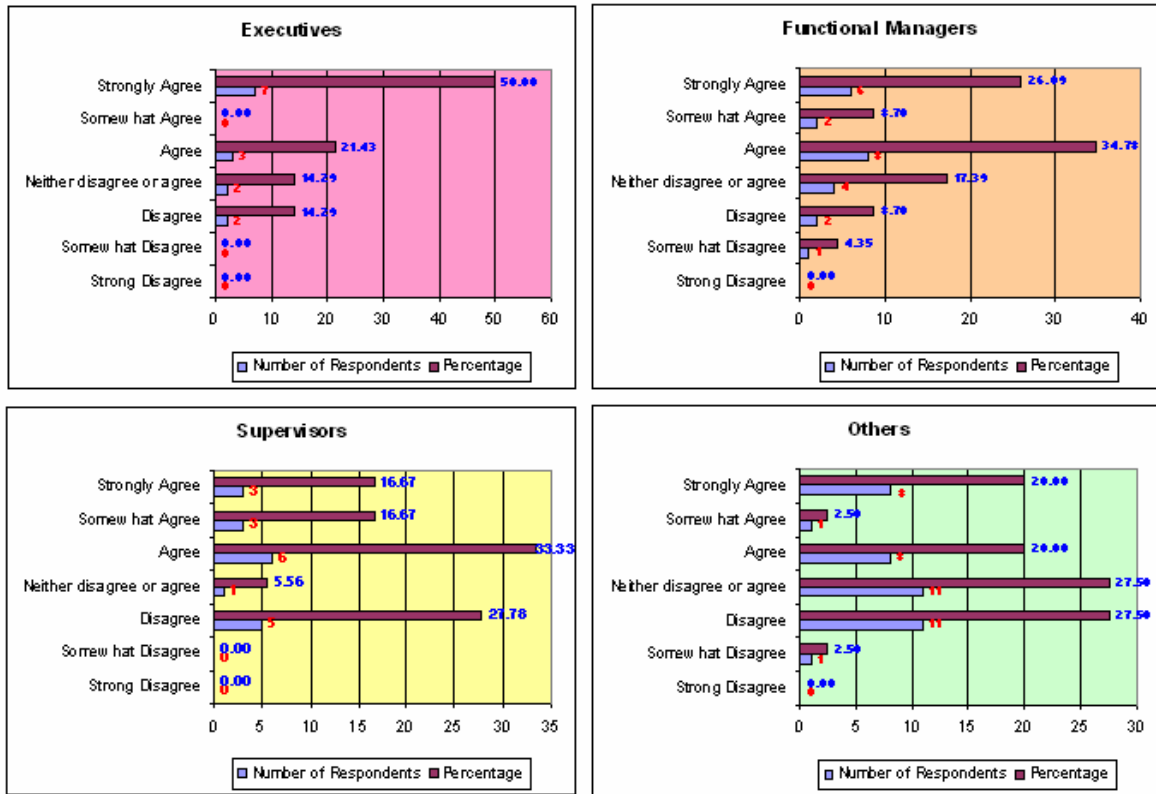
Graph 25: Schematic Representation of Leadership Question 10
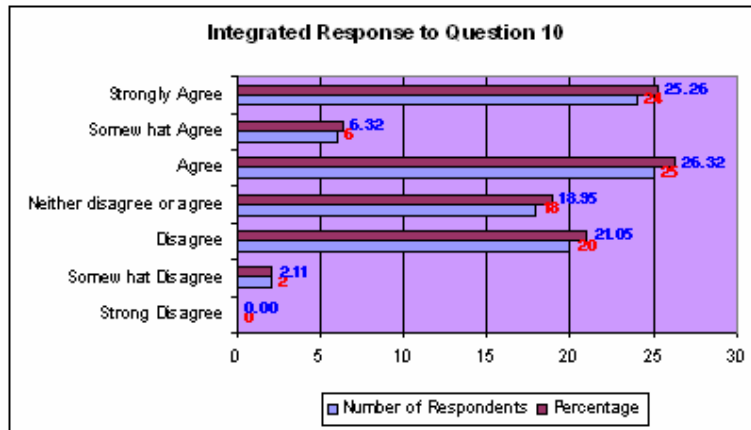
Graph 26: Integrated Response to Leadership Question 10

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 21.43% (3) Agree making up a majority view of 71.43% of the executives who could spend the rest of their career within the organisation • 14.29% (2) Non Committal • 14.29% (2) Disagree
Functional Managers	• 26.09% (6) Strongly Agree, 34.78% (8) Agree, 8.70% (2) Somewhat Agree, making up a 69.57% view of the functional managers who could stay with the company • 17.39% (4) Non Committal • 8.70% (2) Disagree • 4.35% (1) Somewhat Disagree
Supervisor	• 16.67% (3) Strongly Agree, 33.33% (6) Agree 16.67% (3) Somewhat Agree making up a view of 66.67% of the supervisors who could stay with the company • 5.56% (1) Non Committal • 27.78% (5) Disagree
Others	• 20% (8) Strongly Agree, 20% (8) Agree, 2.50% (1) Somewhat Agree resulting in a split view of 42.50% that they will stay with the company • 27.50%(11) Non Committal • 27.50% (11) Disagree, 2.50% (1) Somewhat Agree making up 30% who are not happy or committed enough to spend their career within the present company. Adding the non-committals raises this to 57.5%
Integrated view	• 25.26% (24) Strongly Agree 26.32% (25) Agree, 6.32% (6) Somewhat Agree giving a total view of 57.90% of members who are prepared to stay with their present company • 18.95% (18) Non Committal • 21.05% (20) Disagree, 2.11% (2) Somewhat Disagree making up 23.16% of the sample group who would not be happy to spend their career within the company. Adding the non committals this would raise to 42.11% staff turn around.

Table 24: Findings on Leadership Question 10

4.2.3.11 Question 11: "I really feel as if this organisation's problems are mine"
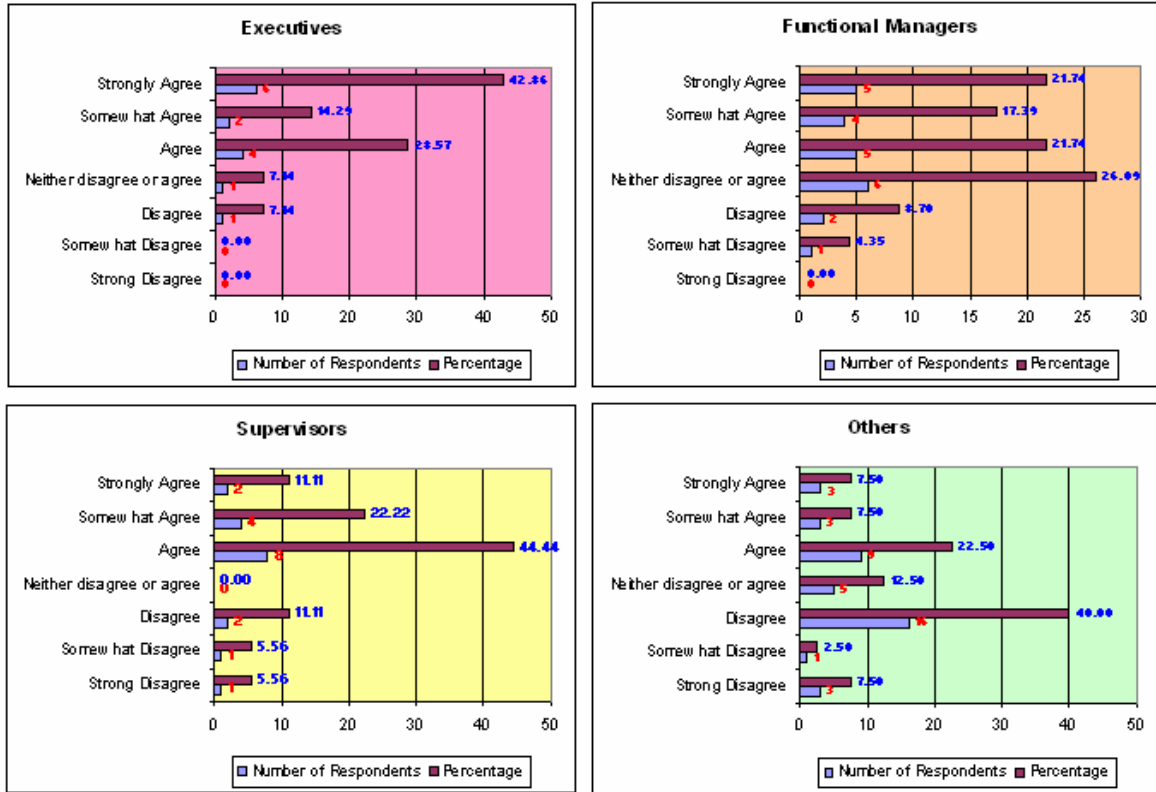
Graph 27: Schematic Representation of Leadership Question 11

Graph 28: Integrated Response to Leadership Question 11

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 28.57% (4) Agree, 14.29% (2) Somewhat Agree, making up a majority view of 85.72% who agree that the organisation's problems are internalised by the executives • 7.84% (1) Non Committal • 7.84% (1) Disagree
Functional Managers	• 21.74% (5) Strongly Agree, 21.74% (4) Agree, 17.39% (4) Somewhat Agree making up a view of 60,92% who supports the notion that the functional managers have internalised the organisation's problems • 26.09% (6) Non Committal providing the view that there is a group who have not committed and therefore who do not agree • 8.70% (2) Disagree, 4.35% (1) Somewhat Disagree adding the non- committals make up a 39.14% view that have not internalised the organisation's problems as their own
Supervisor	• 11.11% (2) Strongly Agree, 44.44% (8) Agree, 22.22% (4) Somewhat Agree making up and majority of 77,77% of the supervisors who feel that the organisation's problems have been internalised • 5.56% (1) Strongly Disagree, 11.11% (2) Disagree and 5.56% (1) Somewhat Disagree
Others	• 7.50% (3) Strongly Agree, 22.54% (9) Agree, 7.50% (3) Somewhat Agree making up minority view of 37.5% who feel that the organisation's problems are theirs • 12.5% (5) Non Committal • 7.50% (3) Strongly Disagree, 40% (14) Disagree, 2.50% (1) Somewhat Disagree making up a 50% view. Adding the non-committals increases the view to a 62.5 view that the "others" have not internalised the organisation's problems
Integrated view	• 16.84% (16) Strongly Agree, 27.37% (26) Agree, 13.68% (13) Somewhat Agree making up and view of 57.45% of the entire sample who feel that the organisation's problems are internalised • 12.63% (12) Non Committal • 4.21% (2) Strongly Disagree, 22.11% (21) Disagree, 3.16% (3) Somewhat Disagree making up a view of 29.48%. Adding the non-committals the view is increased to 42.55% who feel that the members of the company have not internalised the organisation problems

Table 25: Findings on Leadership Question 11

4.2.3.12 Question 12: "Right now staying with my organisation is a matter of necessity as much as desire"
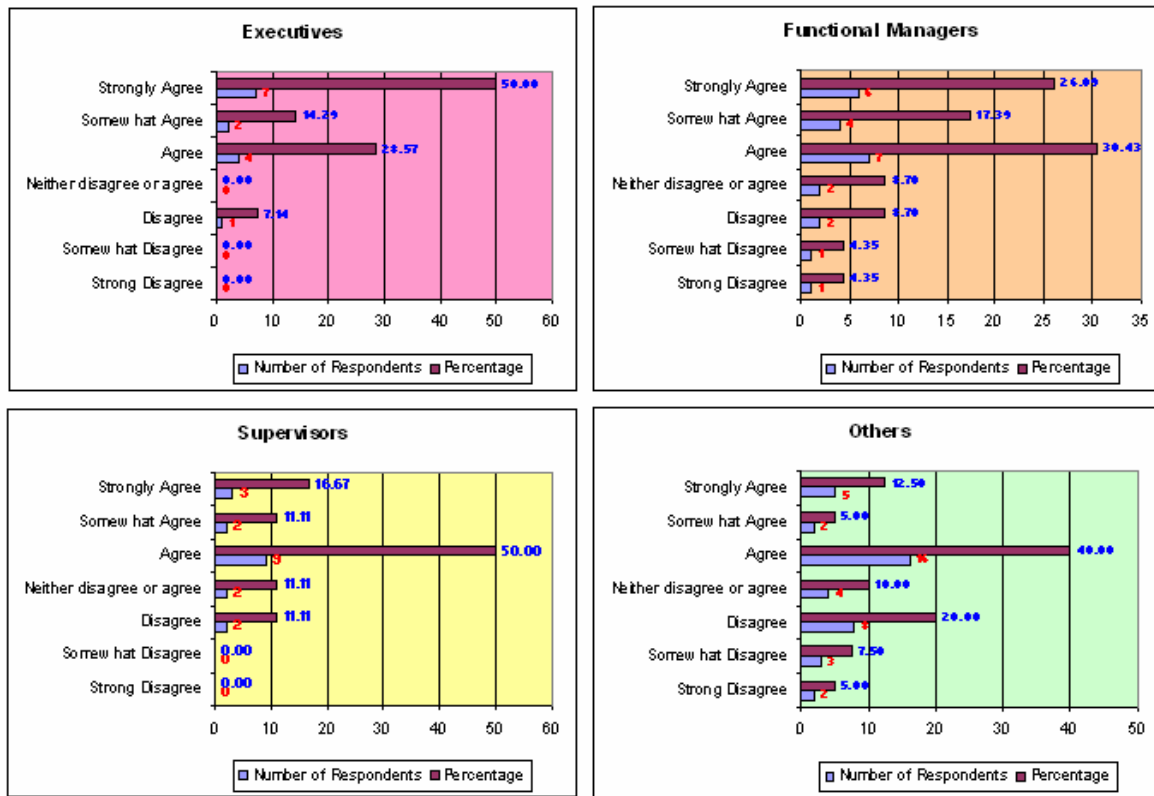
Graph 29: Schematic Representation of Leadership Question 12
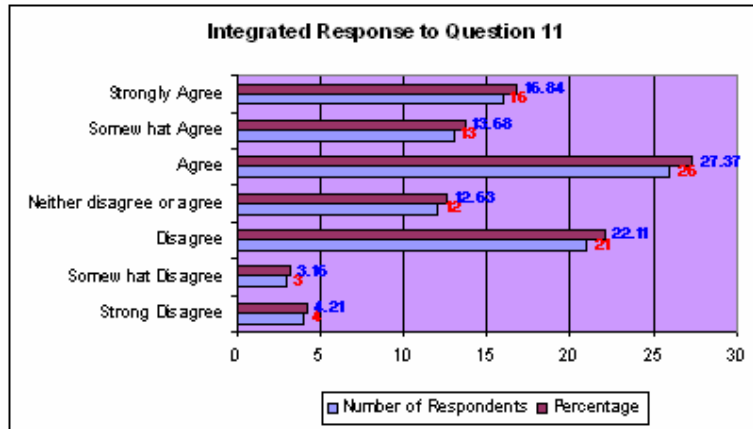

Graph 30: Integrated Response to Leadership Question 12:

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 28.57% (4) Agree, 14.24% (2) Somewhat Agree making up a majority view of 92.87% who feel that the executives' necessity is aligned with their desire to stay with the company
Functional Managers	• 26% (6) Strongly Agree 30.43% (7) Agree, 12.39% (4) Somewhat Agree making up a majority view of 73.82% who feel that the functional managers necessity is aligned with their desire to stay with the company • 8.70% (2) Non Committal • 4.35% (1) Strongly Disagree, 8.70% (2) Disagree, 4.35% (1) Some what Disagree making up a minority view of 17.5% who feel that the functional managers necessity is not aligned with their desire to stay with the company
Supervisor	• 16.67% (3) Strongly Agree, 50% (9) Agree, 11.11 (2) Somewhat Agree making up the majority view of 77.78% who feel that staying with the organisation is both a necessity and a desire • 11.11% (2) Non Committal • 11.11% (2) Disagree - adding the non committals a view of 22.22% shows that that the supervisors necessity is not aligned with their desire to stay with the company
Others	• 12.50% (5) Strongly Agree, 40% (14) Agree, 5% (2) Somewhat Agree making up a 52.50% view that the stay within the organisation is necessity and desire driven • 10% (4) Non Committal • 5% (20) Strongly Disagree, 20% (8) Disagree, 7.54% (3) Somewhat Disagree making up 32.54%. Adding the non-committals results in a view of 42.54% of the members whose desire and necessity is not aligned within the organisation
Integrated view	• 22.11% (21) Strongly Agree, 37.89% (36) Agree, 10.13% (10) Somewhat Agree making up a majority view of 70.13% that has aligned the staff's necessity to earn a living with the desire and passion of the individual for the task • 8.42% (8) Non Committal • 3.16% (3) Strongly Disagree, 13.68% (13) Disagree, 4.21% (4) Somewhat Disagree making up a minority view of 21.5% with the non committals this gives 29.92% providing the view that there is no relationship between staying in the company with the desire for the task - it is purely out of necessity

Table 26: Findings on Leadership Question 12

4.2.3.13 Question 13: "The CEO inspires the very best in me in the way of job performance"
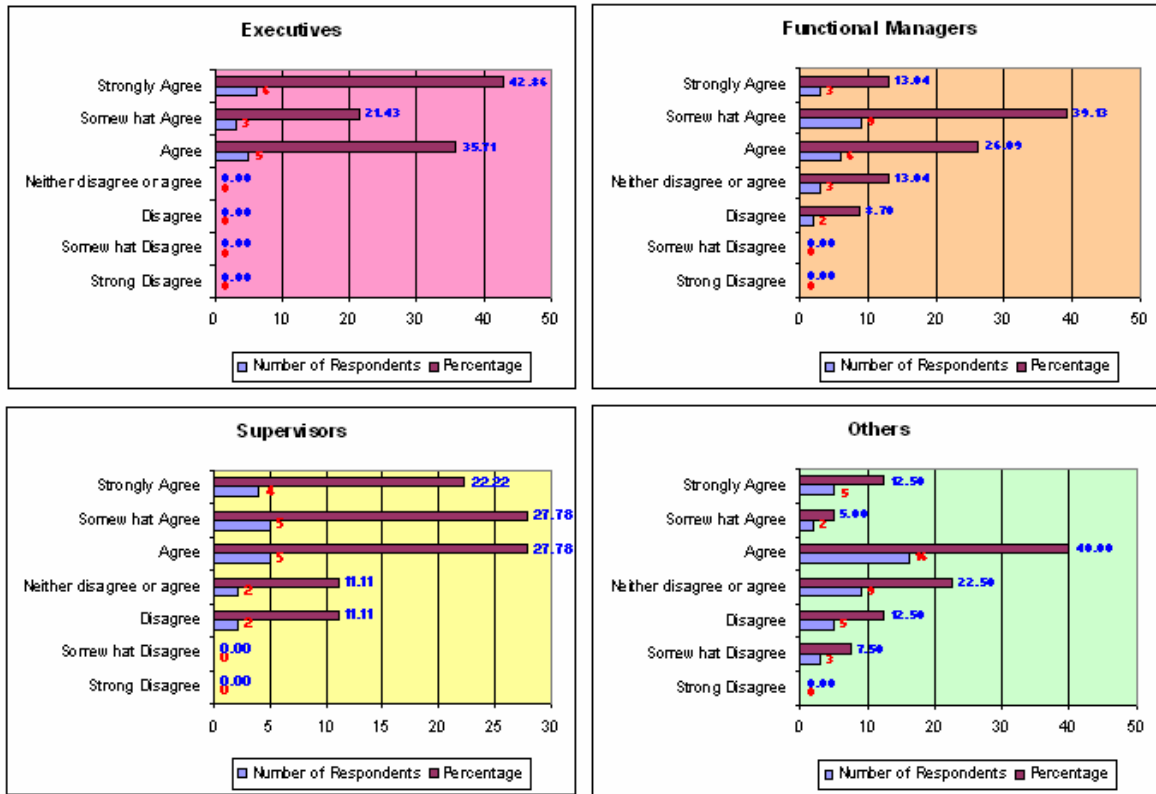
Graph 31: Schematic Representation of Leadership Question 13

Graph 32: Integrated Response to Leadership Question 13

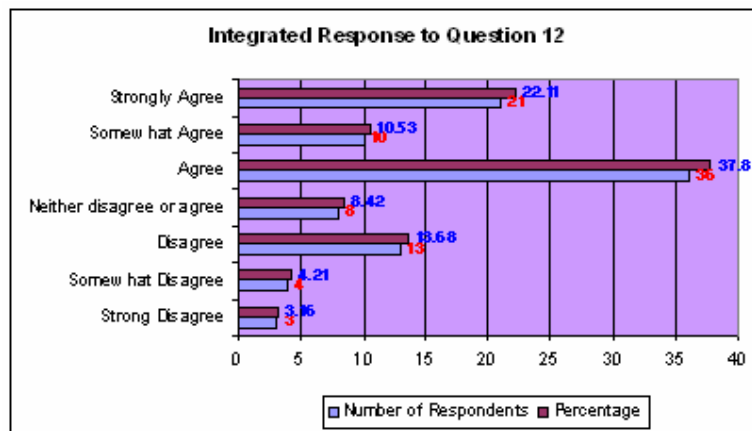| Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 35.71% (5) Agree, 21.43 % (3) Somewhat Agree making up 100 % majority view that the CEO inspires the very best in the executives' job performance
Functional Managers	• 13.04% (3) Strongly Agree, 26.09% (4) Agree, 39.13% (9) Somewhat Agree which makes up a majority view of 78.26% who feel that the CEO inspires the very best in the functional managers job performance • 13.04% (3) Non Committal • 8.70% (2) Disagree - adding the non committals gives a view of 21.74% of the functional managers who are not inspired by the CEO to perform
Supervisor	• 22.22% (4) Strongly Agree, 27.78% (5) Agree, 27.78% Somewhat Agree making up a majority view of 77.78% who agree that the CEO inspires the very best in the supervisors job performance • 11.11% (2) Non committal • 11.11% (2) Disagree - adding the non-committals results in a view of 22.11% of the supervisors who are not inspired by the CEO to perform
Others	• 12.54% (5) Strongly Agree, 40% (14) Agree, 5% (2) Somewhat Agree making a view of 57.54 % • 22.50% (9) Non Committal • 12.50% (5) Disagree, 7.54% (3) Somewhat Disagree making up a view of 20.04% - adding the non-committals a view of 42.54% are not inspired by the CEO
Integrated view	• 18.95% (18) Strongly Agree, 33.68% (32) Agree, 20% (19) Somewhat Agree making up a majority view of 72.63% who feel that the CEO inspires the very best in the company member's job performances • 14.74% (14) Non Committal • 9.47% (9) Disagree, 3.16% (3) Somewhat Disagree - adding the non-committals results in a view of 27.37% who do not feel that they are inspired by the CEO to perform

Table 27: Findings on Leadership Question 13

4.2.3.14 Question 14: "The CEO is also the chairman of the board"
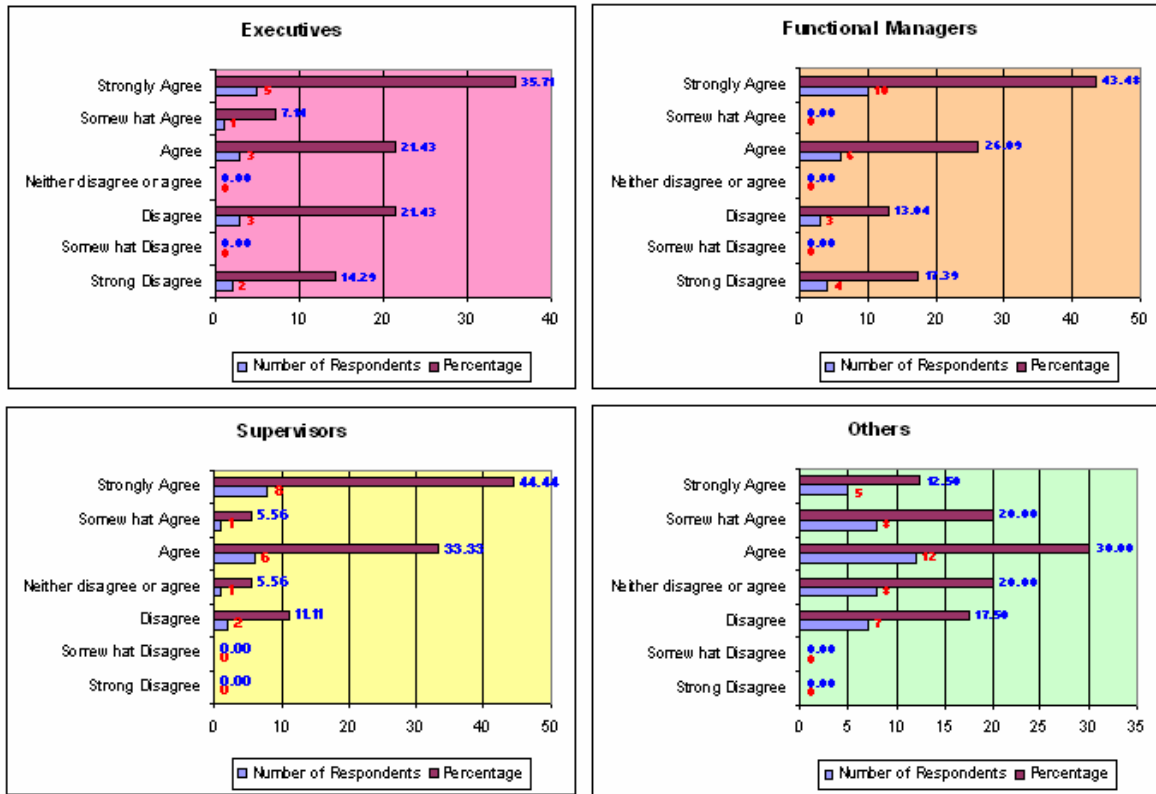
Graph 33: Schematic Representation of Leadership Question 14
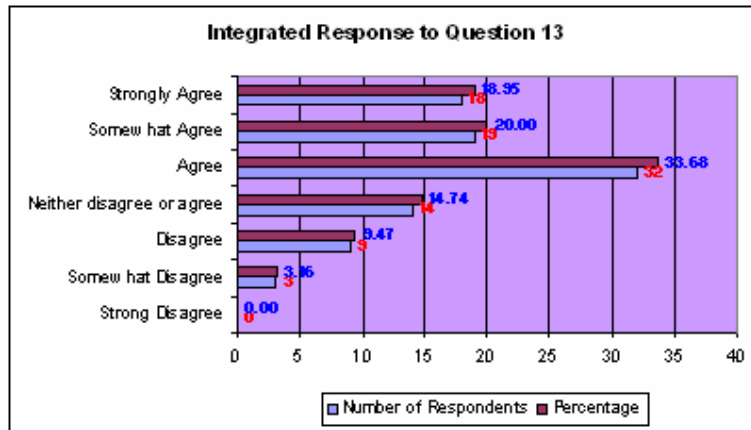

Graph 34: Integrated Responses to Leadership Question 14

Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 21.43% (3) Agree, 7.14% (1) Somewhat Agree making up a view of 64.28% who think that their company's CEO is also the Chairman of the Board • 14.29% (2) Strongly Disagree, 21.43% (3) Disagree making up a minority view of 35.72% who think that their company's CEO is not the Chairman of the Board
Functional Managers	• 43.48% (10) Strongly Agree, 26.09% (6) Agree making up a view of 69.57% of the functional managers who agree that their company's CEO is the also the Chairman of the Board • 17.39% (4) Strongly Disagree, 13.04% (3) Agree resulting in a view of 30.43% of the sample who does not agree that their company's CEO is t the Chairman of the Board
Supervisor	• 44.44% (8) Strongly Agree, 33.33% (6) Agree and 5.56% (1) Somewhat Agree making up a majority view of 83.33% who believe that the CEO is also the Chairman of the Board • 5.56% (1) Non Committal • 11.11% (2) Disagree - adding the non committals a view of 16.67% results of supervisors views that their company's CEO is not the Chairman of the Board
Others	• 12.54% (5) Strongly Agree, 30% (12) Agree, 20% (8) Somewhat Agree encompassing a 62.54% view that the CEO is also the Chairman of the Board • 20% (8) Non Committal • 17.50% (7) Disagree - adding the non-committals a view of 37.50% of the others do not agree that their company's CEO is the Chairman of the Board
Integrated view	• 29.47% (28) Strongly Agree, 28.42% (27) Agree, 10.53% (10) Somewhat Agree making up a view of 68.42% of the all the categories who believe that their company's CEO is also the Chairman of the Board • 9.47% (9) Non Committal • 6.32% (6) Strongly Disagree, 15.79% (15) Disagree making up a view of 22.11% - this with the non-committals increase this view to 31.58% of the entire sample who do not think that the CEO is also the Chairman of the Board

Table 28: Findings on Leadership Question 14

4.2.3.15 Question 15: "Decisions in this organisation are forthcoming"
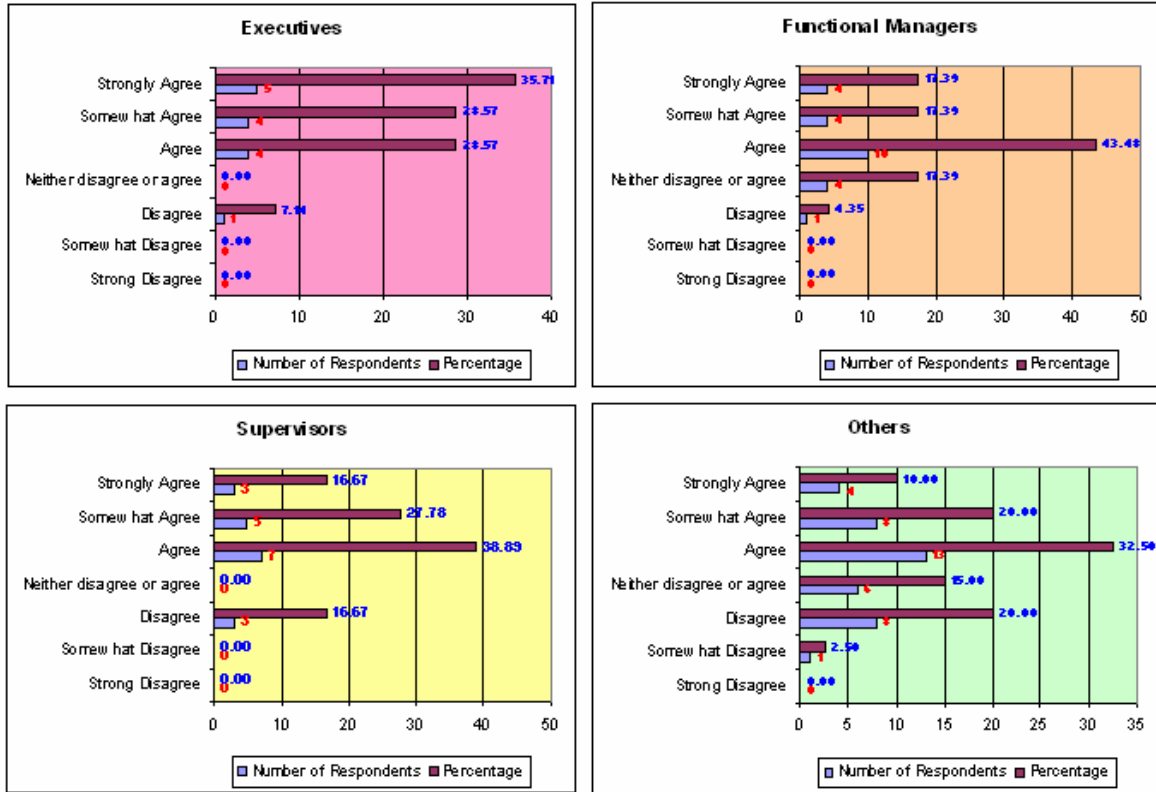
Graph 35: Schematic Representation of Leadership Question 15
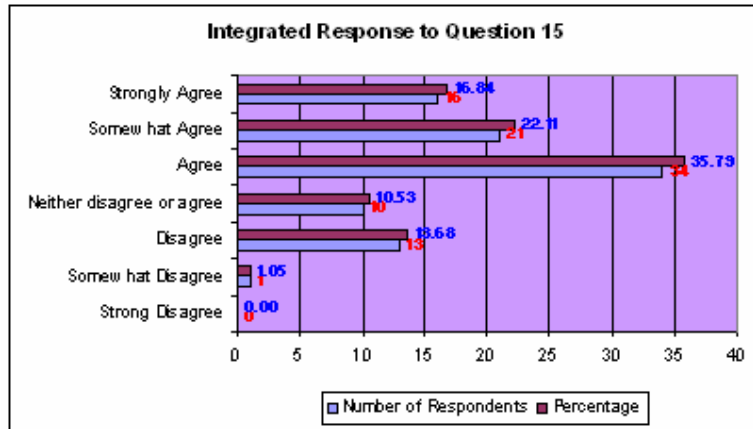
Graph 36: Integrated Response to Leadership Question 15

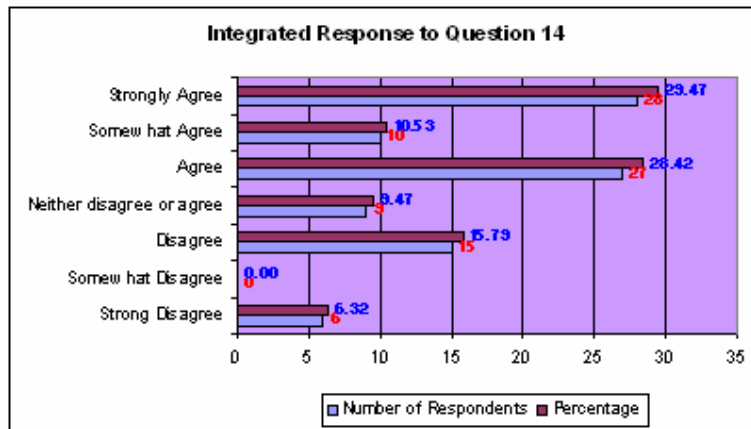| Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 28.57% (45) Agree, 28.57% (4) Somewhat Agree making up a majority view of 92.85% of the executives who feel that decisions are forthcoming in the organisation • 7.14% (1) Disagree and therefore feel that decisions are not forthcoming
Functional Managers	• 17.39% (4) Strongly Agree, 43.48% (14) Agree, 17.39% Somewhat Agree making up a majority view of 78.26 % who feel that decisions are forthcoming in the organisation • 17.39% (4) Non Committal • 4.35% (1) Disagree. This together with the non-committals make up a 21.74% view of people who that decisions are not forthcoming
Supervisor	• 16.67% (3) Strongly Agree, 38.89% (7) Agree, 27.78% (5) Somewhat Agree making up a majority view of 83.34% of the supervisors in the sample who agree that decisions are forthcoming • 16.67% (3) Disagree and feel that decisions are not forthcoming
Others	• 10% (4) Strongly Agree, 32.54% (13) Agree, 20% (8) Somewhat Agree making up a 62.54% view that decisions are forthcoming • 15% (6) Non Committal • 20% (8) Disagree, 2,5% (1) Somewhat Disagree making up 22.5% view - adding the non-committals one finds that the minority view is 37,5% who feel that decisions are not forthcoming
Integrated view	• 16.84% (16) Strongly Agree, 35.79% (34) Agree, 22.11% (21) Somewhat Agree making up a majority view of 74.74% of the entire sample who agree that decisions are forthcoming within their particular organisation • 10.53% (10) Non Committal • 13.68% (13) Disagree, 1.05% (1) Somewhat Disagree. This together with the non-committals make up a minority view of 25.26% who feel that decisions are not forthcoming

Table 29: Findings on Leadership Question 15

4.2.4 Section B- Facilitation in South Africa

4.2.4.1 Question 1: *"The Strategic Business plan is in place due to the facilitation role of the CEO"*
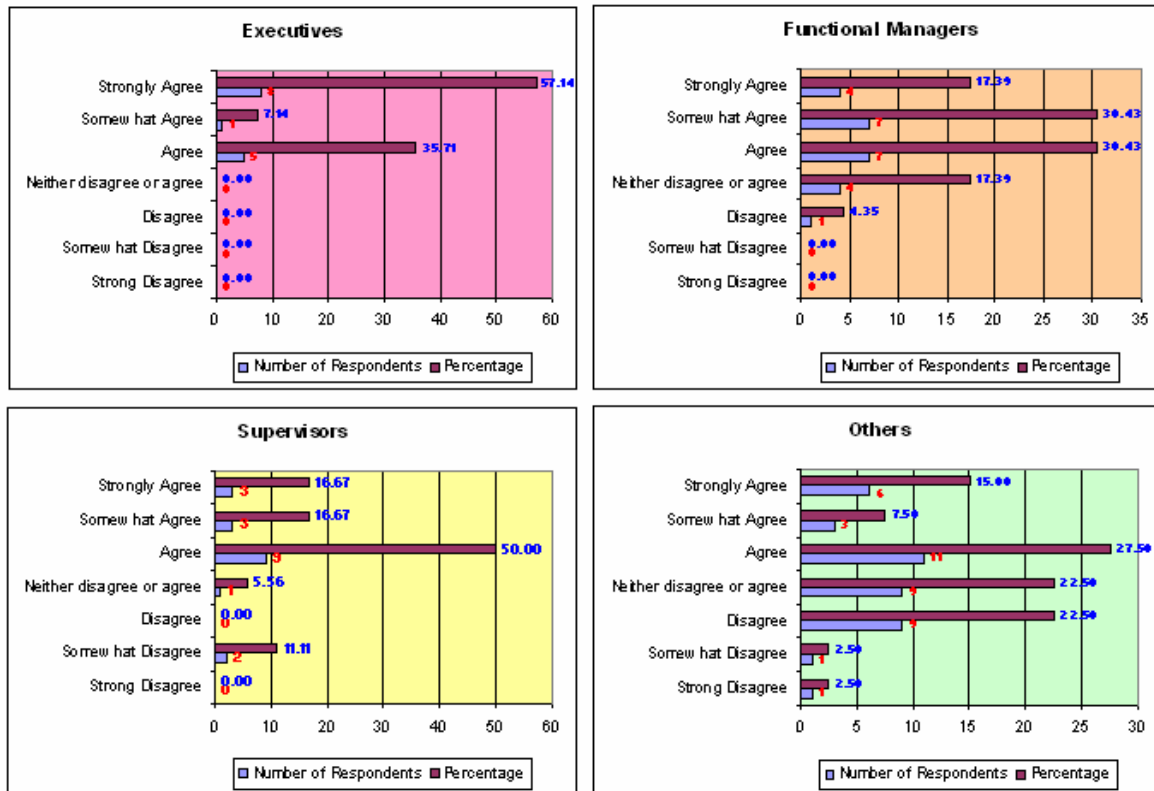
Graph 37: Schematic Representation of Facilitation Question1
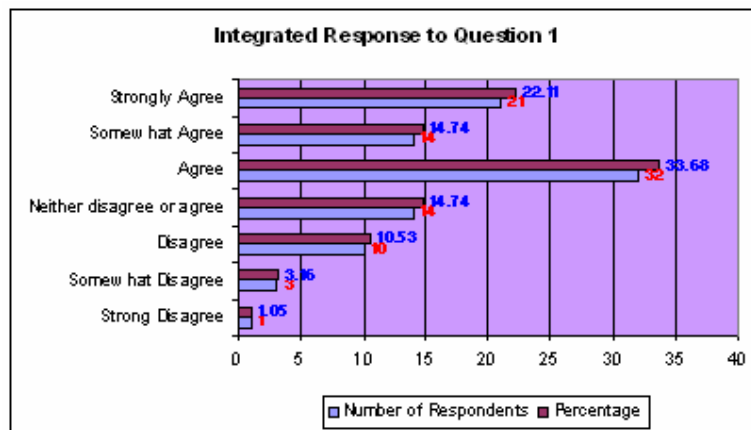
Graph 38: Integrated Response to Facilitation Question 1

Management Grouping	Findings
Executives	• 57.14% (8) Strongly Agree , 7.14% (1) Somewhat Agree, 35.71% (5) Agree making up a 100% view of the Executives agreeing to a lesser or greater extent that the strategic business plan is in place due to the facilitation role of the CEO
Functional Managers	• 17.39% (4) Strongly Agree, 30.43% (7) Agree, 30.43% (7) Somewhat Agree making up a 78.25% view of the functional managers agreeing with the statement made that the strategic business plan is in place due to the facilitation role of the CEO • 17.39% (4) Non Committal • 1.35% (1) Disagree adding to this the non-committals results in a 18.74% view of those who don't agree with the statement made that the strategic business plan is in place due to the facilitation role of the CEO
Supervisor	• 16.67% (3) Strongly Agree, 50.00% (9) Agree, 16.67% (3) Somewhat Agree making up a view of 83.34% agreeing to a lesser or greater extent that the strategic business plan is in place due to the facilitation role of the CEO • 5.56% (1) Non Committal • 11.11% (2) Somewhat Disagree adding the non-committals a view of 16.67% don't agree with the statement made that the strategic business plan is in place due to the facilitation role of the CEO
Others	• 15% (6) Strongly Agree, 27.50% (11) Agree, 7.50% (3) Somewhat Agree making up a view of 50% of the 'Others' agreeing that the strategic business plan is in place due to the facilitation role of the CEO • 22.50% (9) Non Committal • 2.59% (1) Strongly Disagree, 22.50% (9) Disagree, 2.59% (1) Somewhat Disagree adding the non-committals results in a 50% split view of those who don't agree with the statement made that the strategic business plan is in place due to the facilitation role of the CEO
Integrated view	• 22.11% (21) Strongly Agree, 33.68% (32) Agree, 14.74% (14) Somewhat Agree making up a majority view of 70.53% of the sample agreeing that the strategic plan is in place due to the facilitation role of the CEO • 14.74% (14) Non Committal • 1.05% (1) Strongly Disagree, 10.53% (10) Disagree, 3.16% (3) Somewhat Disagree resulting in a view of 14.74% - adding the non-committals results in a view of 29.48% who don't agree with the statement made that the strategic business plan is in place due to the facilitation role of the CEO

Table 30: Findings on Facilitation Question 1

4.2.4.2 Question 2: "The company makes use of consultants to facilitate the Strategic Management Process"
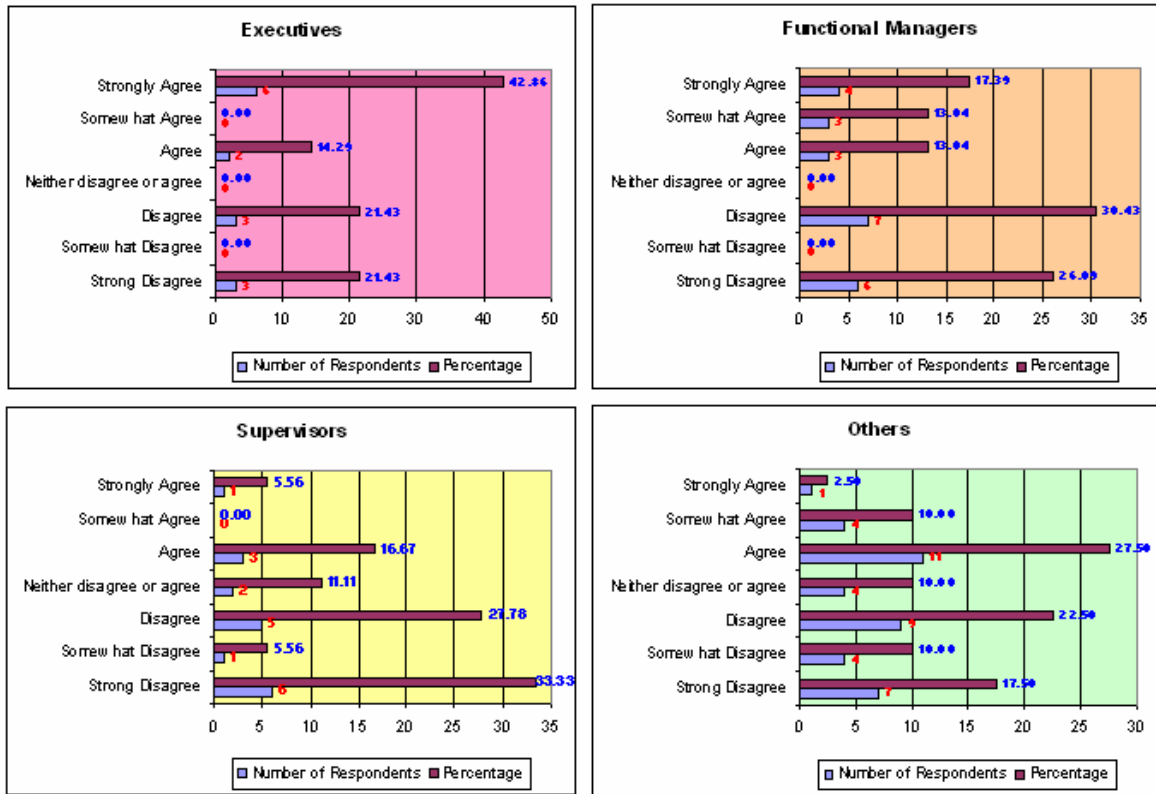
Graph 39: Schematic Representation of Facilitation Question 2

Graph 40: Integrated Response to Question 2

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 14.29% (2) Agree making up a view of 57.15% of the executives who agree that consultants facilitate the strategic management process • 21.43% (3) Strongly Disagree, 21.43% (3) Disagree making up a view of 42.86% who disagree that consultants facilitate the strategic management process
Functional Managers	• 17.39% (4) Strongly Agree, 13.04 % (3) Agree, 13.04% (3) Somewhat Agree making up of a view of 43.47% of the functional managers agreeing that the company makes use of consultants to facilitate the strategic management process • 26.09% (6) Strongly Disagree, 30.43% (7) Disagree making up a view of 56.52% of the functional managers who do not agree that consultants are used to facilitate the strategic management process
Supervisor	• 5.56% (1) Strongly Agree, 16.67% (3) Agree making up of a view of 22.23% of the supervisors who agree that the company makes use of consultants to facilitate the strategic management process • 11.11% (2) Non Committal • 33.33% (6) Strongly Disagree, 27.78% (5) Disagree, 5.56% (1) Somewhat Disagree – adding to this the non-committals makes up a view of 77.78% who do not agree that consultants are used to facilitate the strategic management process
Others	• 2.50% (1) Strongly Agree, 27.50% (11) Agree, 10% (4) Somewhat Agree making up of a view of 40% of the "Others" who agree that the company makes use of consultants to facilitate the strategic management process • 10% (4) Non Committal • 17.50% (7) Strongly Disagree, 22.50% (9) Disagree, 10% (4) Somewhat Disagree adding the non-committals makes up a view of 60% of the 'other' employees who disagree that a consultant is used to facilitate the strategic management process
Integrated view	• 12.63% (12) Strongly Agree, 20% (19) Agree, 7.37% (7) Somewhat Agree making up of a view of 40% who agree that the company makes use of consultants to facilitate the strategic management process • 6.32% (6) Non Committal • 23.16% (22) Strongly Disagree, 25.26% (24) Disagree, 5.26% (5) Somewhat Disagree - adding to this the non-committals makes up a view of 60% who do not agree that consultants are used to facilitate the strategic management process

Table 31: Findings on Facilitation Question 2

4.2.4.3 Question 3: *"The company makes use of their internal management team members to facilitate the Strategic Management Process"*
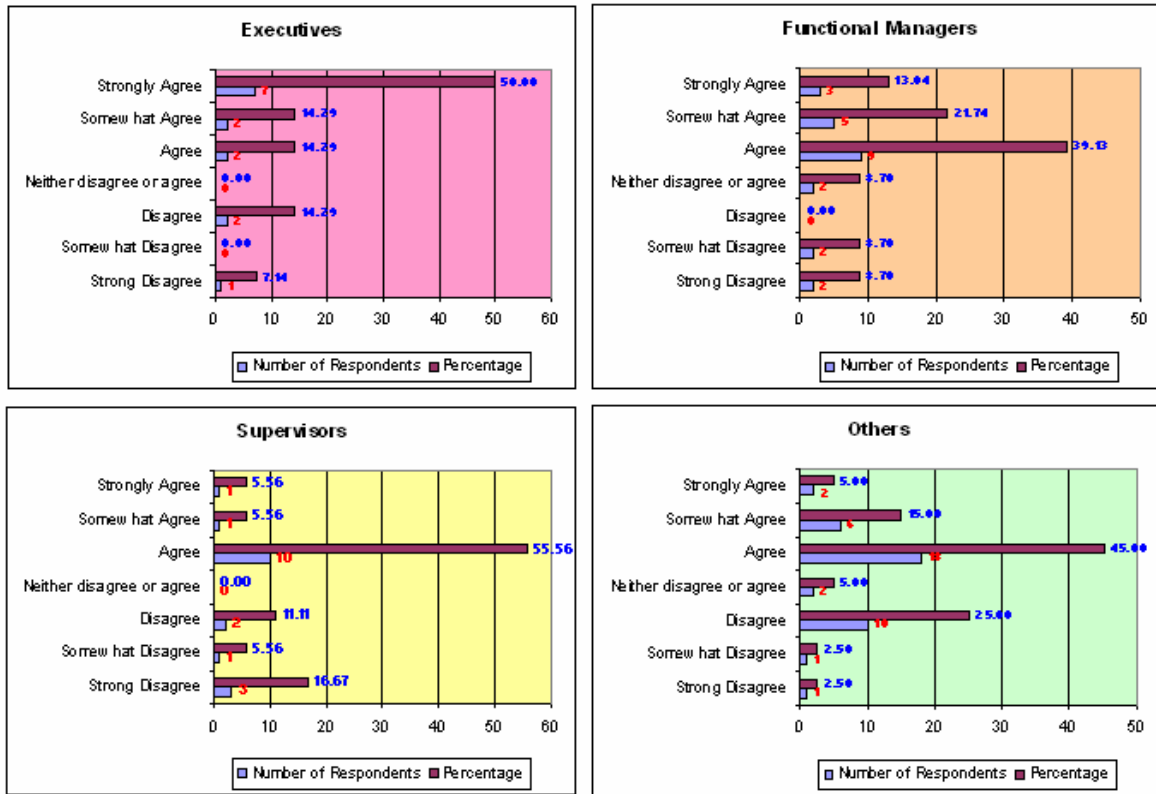
Graph 41: Schematic Representation of Facilitation Question 3
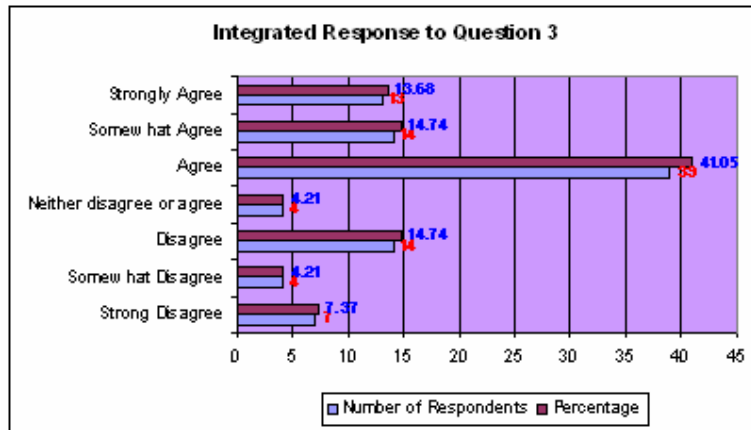
Graph 42: Integrated Response to Facilitation Question 3

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 14.29% (2) Agree, 14.29% (2) Somewhat Agree, which makes up a majority view of 78.58% of the executives who agree that the company makes use of their internal management team members to facilitate the strategic management process • 7.14% (1) Strongly Disagree, 14.29% (2) Disagree making up a view of 21.43% of the executives who don't agree that the company makes use of their internal management team members to facilitate the strategic management process
Functional Managers	• 13.04% (3) Strongly Agree, 39.13% (9) Agree, 21.74% (5) Somewhat Agree making a majority view of 73.91% of the functional managers who agree that the company makes use of their internal management team members to facilitate the strategic management process • 8.70% (2) Non Committal • 8.70% (2) Disagree, 8.70% (2) Somewhat Agree - adding to this the non-committals results in a view of 26.1% of the functional managers who don't agree that the company makes use of their internal management team members to facilitate the strategic management process
Supervisor	• 5.56% (1) Strongly Agree, 55.56% (10) Agree, 5.56% (1) Somewhat Agree making up a view of 66.68% of the supervisors agreeing that the internal management team members facilitate the company's strategic management process • 16.67% (3) Strongly Disagree 11.11% (2) Disagree, 5.56% (1) Somewhat Disagree making up a view of 33.34% of the supervisors who don't agree that the company makes use of their internal management team members to facilitate the strategic management process
Others	• 5% (2) Strongly Agree, 45% (18) Agree, 15% (6) Somewhat Agree making up a view of 65% of the 'others' in the sample who agree that their company makes use of the internal management team to facilitate the strategic management process • 5% (2) Non Committal • 2.50% (1) Strongly Disagree, 25% (10) Disagree, 2.50% (1) Somewhat Disagree adding the non-committals makes up a view of 35% of the 'others' in the sample who don't agree that their company makes use of the internal management team to facilitate the strategic management process
Integrated view	• 13.68% (13) Strongly Agree, 41.05% (39) Agree, 14.74% (14) Somewhat Agree making up a view of 69.47% of the sample who agree that their internal management team members facilitate the strategic management process • 4.21% (4) Non Committal • 7.37% (7) Strongly Disagree, 14.74% (14) Disagree 4.21% (4) Somewhat Disagree adding the non-committals gives a view of 30.53% of the sample who don't agree that their internal management team members facilitate the strategic management process

Table 32: Findings on Facilitation Question 3

4.2.4.4 Question 4: *"The consultants draft the Strategy for the Company"*
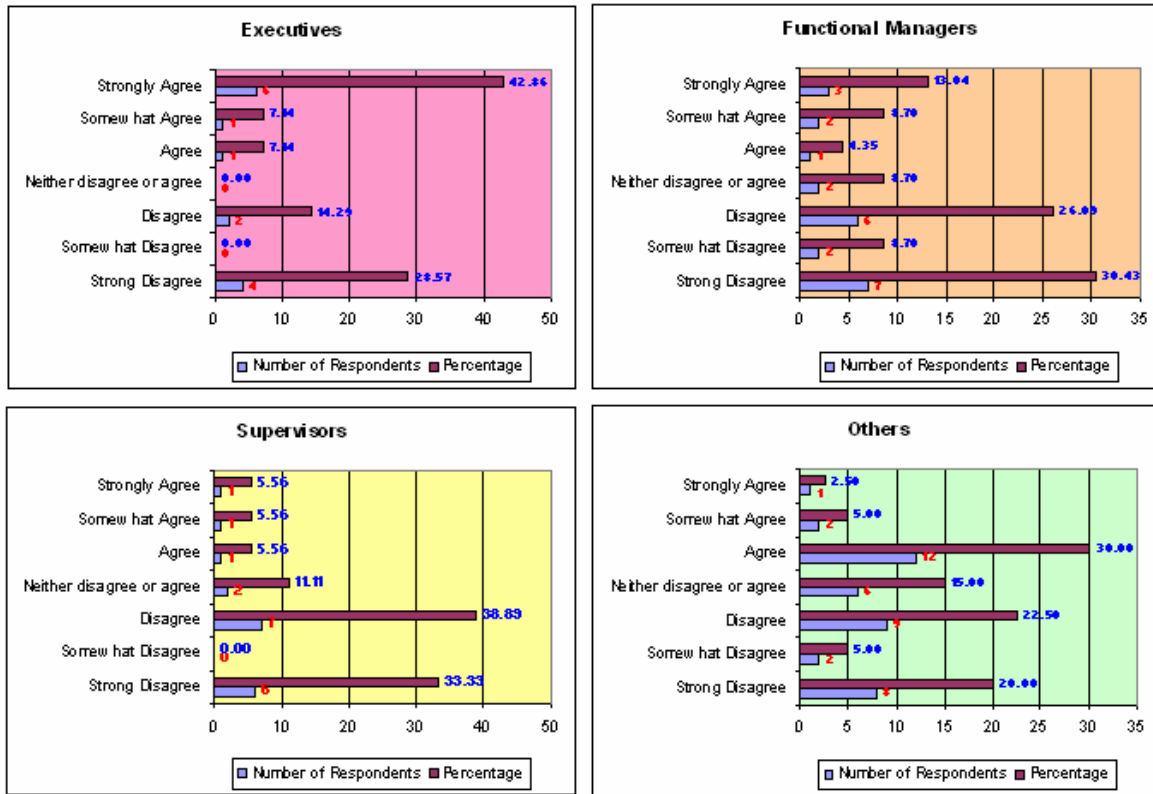
Graph 43: Schematic Representation of Facilitation Question 4

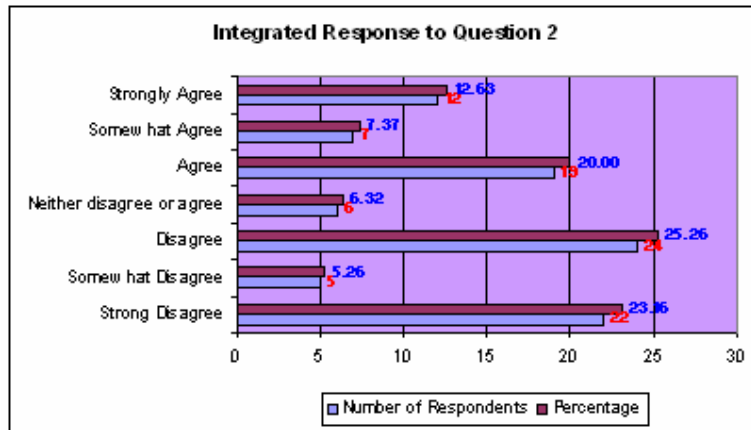*Graph 44: Integrated Response to Facilitation Question 4*

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 7.14% (1) Agree, 7.14% (1) Somewhat Agree making up a view of 57.14% of the executives agreeing that consultants draft the strategy for the company • 28.57% (4) Strongly Disagree, 14.29% (2) Disagree making up a view of 42.86% of the executives who don't agree that consultants draft the strategy for the company
Functional Managers	• 13.04% (3) Strongly Agree, 4.35% (1) Agree, 8.70% (2) Somewhat Agree, making up a view of 26.09% of the functional managers who agree that consultants draft the strategy for the company • 8.70% (2) Non Committal • 30.43% (7) Strongly Disagree, 26.09% (6) Disagree, 8.70% (2) Somewhat Disagree adding the non-committals gives a view of 73.92% of the functional managers who do not agree with the statement that the consultants draft the strategy for the company
Supervisor	• 5.56% (1) Strongly Agree, 5.56% (1) Agree, 5.56% (1) Somewhat Agree, making up a view of 16.68% of the functional managers agreeing that consultants draft the strategy for the company • 11.11% (2) Non Committal • 33.33 (6) Strongly Disagree, 38.89% (7) Disagree making up a majority view of 72.22% of the Supervisors who disagree with the statement that the consultants draft the strategy for the company Adding a further 11.11% of the non-committals increases the view to 83.33% who do not agree that consultants draft the strategy for the company
Others	• 2.50% (1) Strongly Agree, 30% (12) Agree, 5% (2) Somewhat Agree making up a view of 37.5% of the "others" who agree that consultants draft the strategy for the company • 15% (6) Non Committal • 20% (8) Strongly Disagree, 22.50% (9) Disagree, 5% (2) Somewhat Disagree, adding the non-committals makes up a view of 62.5% of the 'others' from the sample who do not agree that consultants draft the strategy for the company
Integrated view	• 11.58% (11) Strongly Agree, 15.79% (15) Agree, 6.32% (6) Somewhat Agree, making up a view of 33.69% of the sample who agree that consultants draft the strategy for the company • 10.53% (10) Non Committal • 26.32% (25) Strongly Disagree, 25.26% (24) Disagree, 4.21% (4) Somewhat Disagree adding the non-committals results in a view of 66.32% of the sample who do not agree that consultants draft the strategy for the company

Table 33: Findings on Facilitation Question 4

4.2.4.5 Question 5: "The CEO constructs the strategy for the Company"
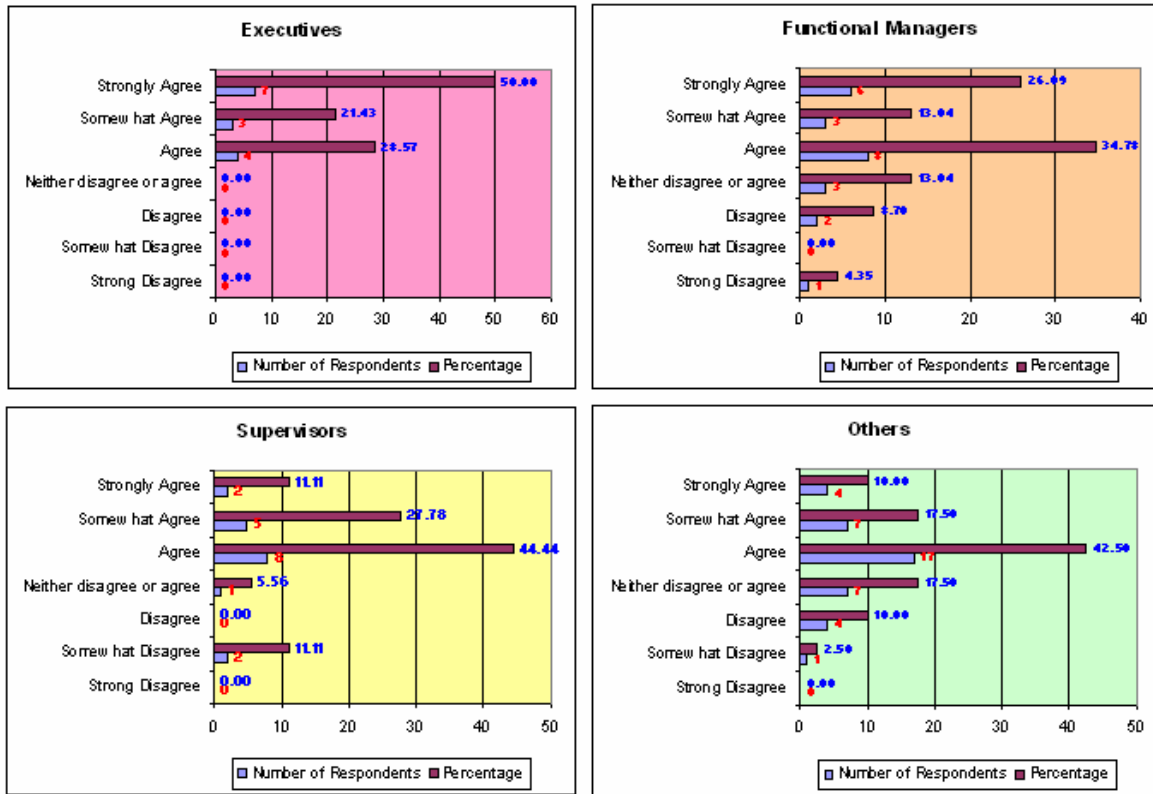
Graph 45: Schematic Representation of Facilitation Question 5

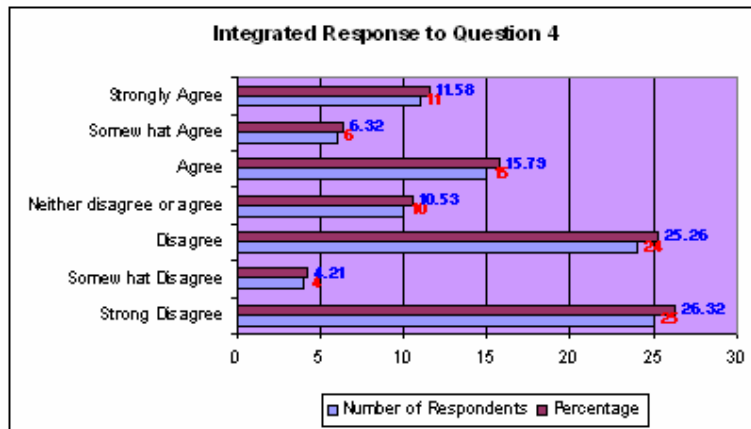

Graph 46: Integrated Response to Facilitation Question 5

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 28.57% (4) Agree, 21.43% (3) Somewhat Agree making up a 100% view of the executives from the sample who agree that the CEO constructs the strategy for the company
Functional Managers	• 26.09% (6) Strongly Agree, 34.78% (8) Agree, 13.09% (3) Somewhat Agree making up a view of 73.96% of the functional managers who agree that the CEO constructs the strategy for the company • 13.04% (3) Non Committal • 4.35% (1) Strongly Disagree, 8.70% (2) Disagree adding the non-committals results in a view of 26.09% of the functional managers who don't agree that the CEO constructs the strategy for the company
Supervisor	• 11.11% (2) Strongly Agree, 44.44% (8) Agree, 27.76% (5) Somewhat Agree making up a majority view of 83.33% who agree to a greater or lesser extent that the CEO constructs the strategy for the company • 5.56% (1) Non Committal • 11.11 (2) Somewhat Disagree, adding the non-committals makes up a view of 16.67% of the supervisors who don't agree that the CEO constructs the strategy for the company
Others	• 10% (4) Strongly Agree, 42.5% (17) Agree and 17.5% (7) Somewhat Agree, making up a majority view of 70% of the "Others" who agree that the CEO constructs the strategy for the company • 17.5% (7) Non Committal • 10% (4) Disagree, 2.5% (1) Somewhat Disagree adding the non-committals makes up a view of 30% of the 'others' who don't agree that the CEO constructs the strategy for the company
Integrated view	• 20% (19) Strongly Agree, 38.95% (37) Agree, 18.95% (18) Somewhat Agree making up a majority view of 77.9% who agree that the CEO constructs the strategy for the company. This results in a negatively skewed graph. • 11.58% (11) Non Committal • 1.05% (1) Strongly Disagree, 6.32% (6) Disagree, 3.16% (3) Somewhat Disagree adding the non-committals results in a view of 22.11% who don't agree that the CEO constructs the strategy for the company

Table 34: Findings on Facilitation Question 5

4.2.4.6 Question 6: "The management team constructs the strategy for the Company"
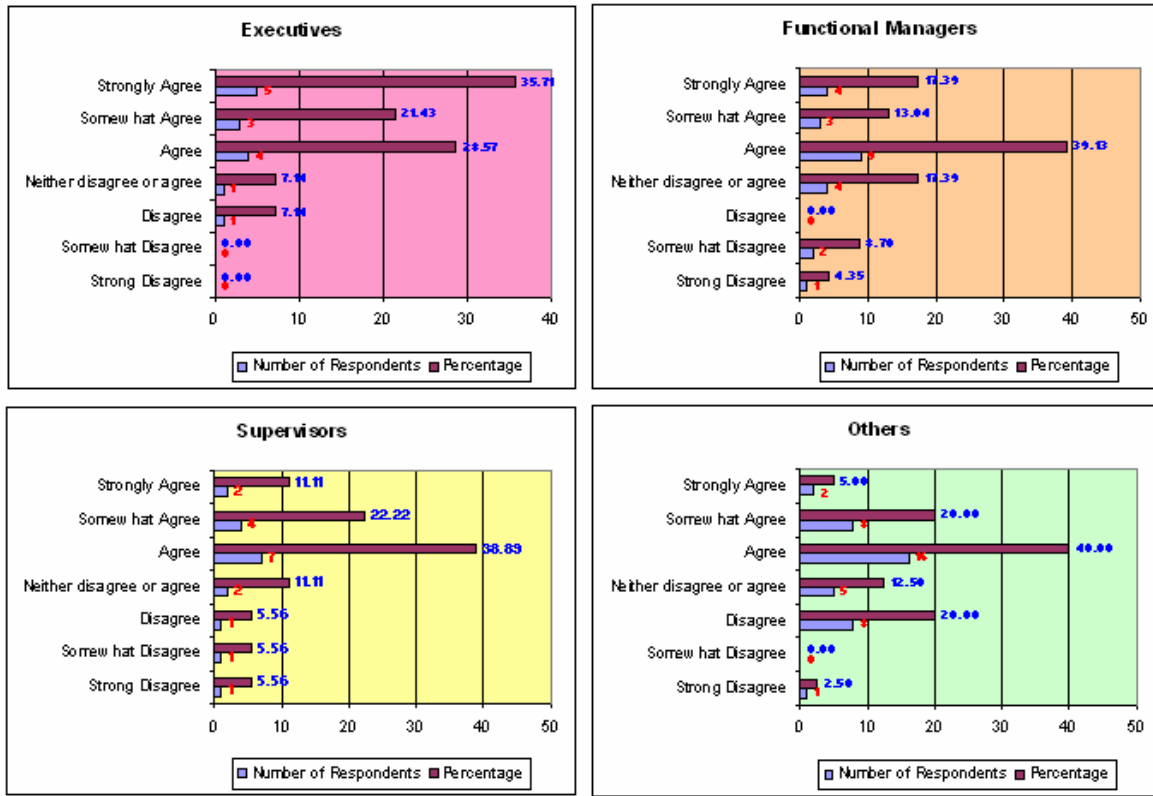
Graph 47: Schematic Representation of Facilitation Question 6

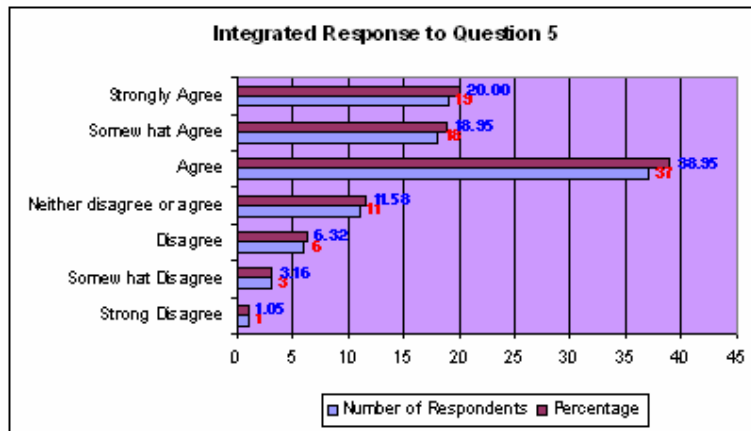*Graph 48: Integrated Response to Facilitation Question 6*

Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 28.57% (4) Agree, 21.43% (3) Somewhat Agree making up a 85.71% view of the executives agreeing that the management team constructs the strategy for the company • 7.14% 91) Non Committal • 7.14% (1) Disagree adding the non-committals makes up a view of 14.28% of the executives who don't agree that the management team constructs the strategy for the company
Functional Managers	• 17.39% (4) Strongly Agree, 39.13% (9) Agree, 13.04% (3) Somewhat Agree making up a view of 69.56% of the functional managers agreeing that the management team constructs the strategy for the company • 17.39% (4) Non Committal • 4.35% (1) Strongly Disagree, 8.70% (2) Somewhat Disagree adding the non-committals makes up a view of 30.44% of the functional managers who don't agree that the management team constructs the strategy for the company
Supervisor	• 11.11% (2) Strongly Agree, 38.89% (7) Agree, 22.22% (4) Somewhat Agree making up a majority view of 72.22% of the Supervisors agreeing that the management team constructs the strategy for the company • 11.11% (2) Non Committal • 5.56% (1) Strongly Disagree, 5.56% (1) Disagree, 5.56% (1) Somewhat Disagree adding the non-committals results in a view of 27.79% of the supervisors who don't agree that the management team constructs the strategy for the company
Others	• 5% (2) Strongly Agree, 40% (14) Agree, 20% (8) Somewhat Agree making up a view 65% of the 'others' agreeing that the management team constructs the strategy for the company • 12.5% (5) Non Committal • 2.5% (1) Strongly Disagree, 20% (8) Disagree adding the non-committals makes up a view of 35% of the "others" who don't agree that the management team constructs the strategy for the company
Integrated view	• 13.68% (13) Strongly Agree, 37.89% (36) Agree, 18.95% (18) Somewhat Agree, making up a majority view of 70.52% of the sample agreeing that the management team constructs the strategy for the company • 12.53% (12) Non Committal • 3.06% (3) Strongly Disagree, 10.53% (10) Disagree, 3.06% (3) Somewhat Disagree adding the non-committals gives a 29.48% of the sample who disagrees that the management team constructs the strategy for the company

Table 35: Findings on Facilitation Question 6

4.2.4.7 Question 7: *"The CEO formulates the Strategic Direction of the Company"*
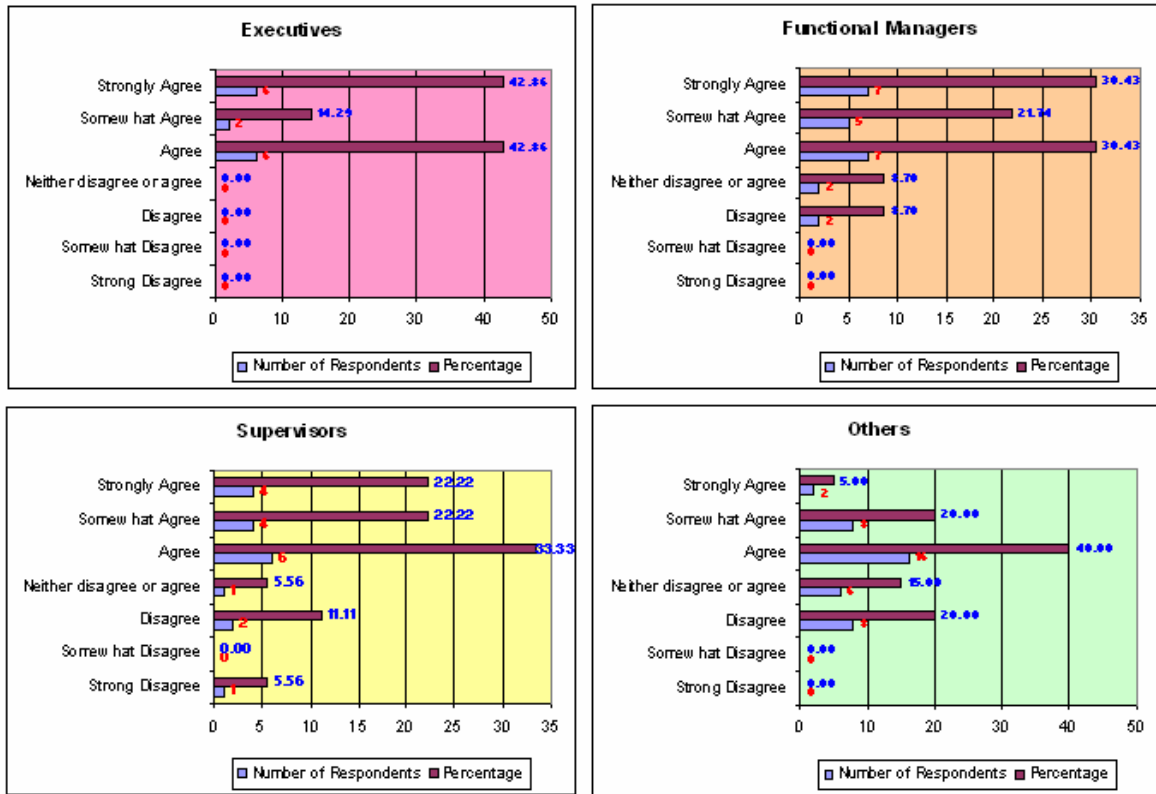
Graph 49: Schematic Representation of Facilitation Question 7
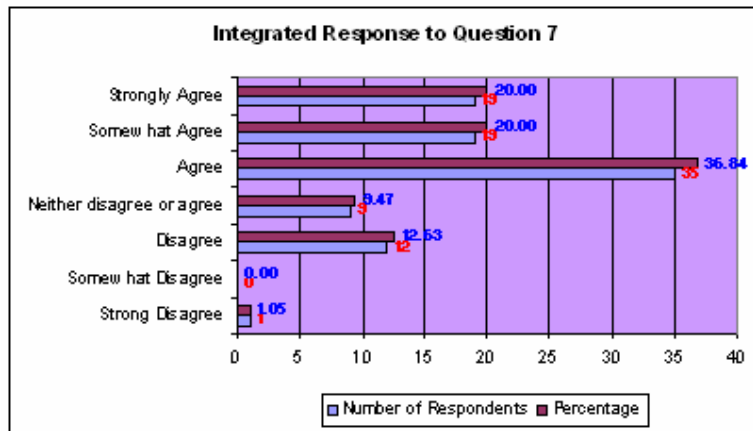
Graph 50: Integrated Response to Facilitation Question 7

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 42.86% (6) Agree, 14.29% (2) Somewhat Agree making up 100% of the executives agreeing that the CEO formulates the Strategic Direction of the Company
Functional Managers	• 30.43% (7) Strongly Agree, 30.43% (7) Agree, 21.74% (5) Somewhat Agree adding up to a majority of 82.60% of the functional managers from the sample who agree that the CEO formulates the strategic direction of the company • 8.70% (2) Non Committal • 8.70% (2) Disagree adding non-committals results in 17.4% of the functional managers from the sample who don't agree that the CEO formulates the strategic direction of the company
Supervisor	• 22.22% (4) Strongly Agree, 33.33% (6) Agree, 22.22% (4) Somewhat Agree making up 77.77% of the supervisors agreeing that the CEO formulates the strategic direction of the company • 5.56% (1) Non Committal • 5.56% (1) Strongly Disagree 11.11% (2) Disagree adding the non-committals results in 22.23% of the supervisors from the sample who don't agree that the CEO formulates the strategic direction of the company
Others	• 5% (2) Strongly Agree, 40% (16) Agree, 20% (8) Somewhat Agree making up a view of 65% of the 'others' agreeing that the CEO formulates the strategic direction of the company • 15% (6) Non Committal • 20% (8) Disagree that the CEO formulates the strategic direction of the company
Integrated view	• 20% (19) Strongly Agree, 36.84% (35) Agree, 20% (19) Somewhat Agree adding up to 76.84% who agree that the CEO formulates the strategic direction of the company. This results in a negatively skewed graph. • 9.47% (9) Non Committal • 1.05% (1) Strongly Disagree, 12.53% (12) Disagree adding the non-committals results in 23.15% of the total sample who don't agree that the CEO formulates the strategic direction of the company

Table 36: Findings on Facilitation Question 7

4.2.4.8 Question 8: "The CEO is informed what the strategy should be by the consultants"
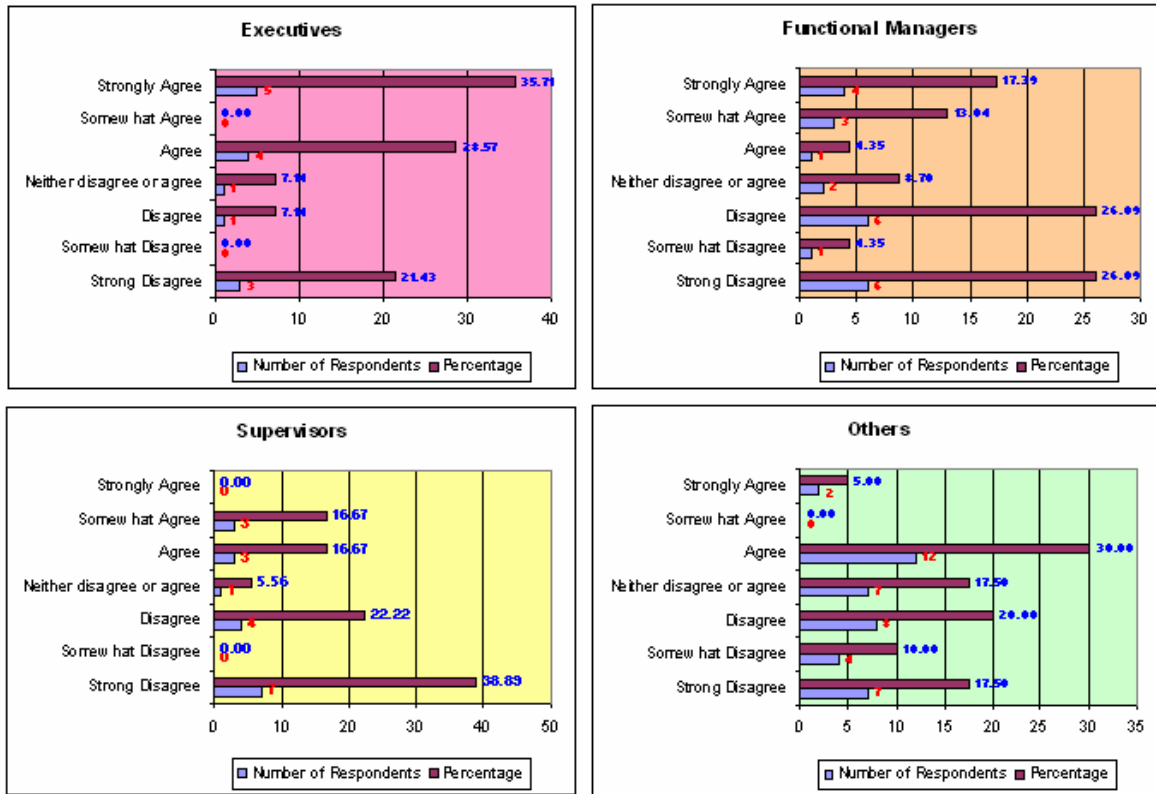
Graph 51: Schematic Representation of Facilitation Question 8

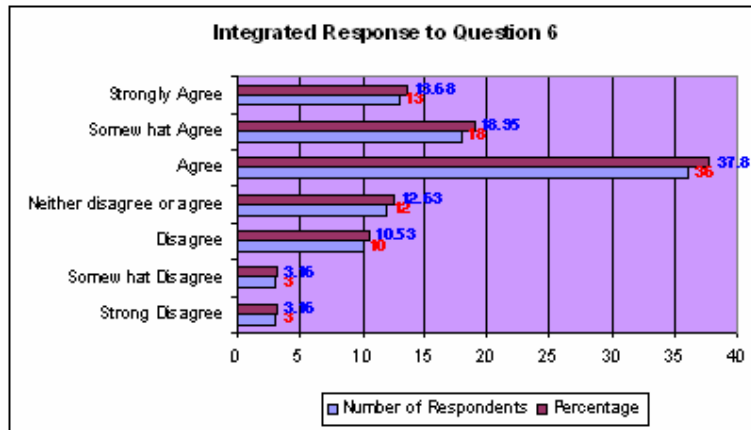

Graph 52: Integrated Response to Facilitation Question 8

Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 28.57% (4) Agree making up a view of 64.28% of the executives in the sample who agree that the CEO is informed what the strategy should be by the consultants • 7.14% (1) Non Committal • 21.43% (3) Strongly Agree, 7.14% (1) Disagree adding the non-committals results in 35.72% of the executives from the sample who don't agree that the CEO is informed what the strategy should be by consultants
Functional Managers	• 17.39% (4) Strongly Agree, 4.35% (1) Agree, 13.04% (3) Somewhat Agree making up a view of 34.78% of the functional managers in the sample agreeing that the CEO is informed what the strategy should be by the consultants • 8.70% (2) Non Committal • 26.09% (6) Strongly Disagree, 26.09% (6) Disagree, 4.35% (1) Somewhat Disagree adding the non-committals makes up a view of 65.23% of the functional managers disagreeing that consultants inform the CEO of the strategy
Supervisor	• 16.67% (3) Agree, 16.67% (3) Somewhat Agree making up a view of 33.34% of the Supervisors in the sample agreeing that the CEO is informed what the strategy should be by the consultants • 5.56% (1) Non Committal • 38.89% (7) Strongly Disagree, 22.22% (4) Disagree adding the non-committals makes up a view of 66.67% of the supervisors who disagree that the CEO is informed what the strategy should be by the consultants
Others	• 5% (2) Strongly Agree, 30% (12) Agree making up a view of 35% of the "Others' in the sample who agree that the CEO is informed what the strategy should be by the consultants • 17.50% (7) Non Committal • 17.50% (7) Strongly Disagree, 20% (8) Disagree, 10% (4) Somewhat Disagree adding the non-committals makes up a view of 65% of the 'others' in the sample group who disagree that the CEO is informed what the strategy should be by the consultants
Integrated view	• 11.58% Strongly Agree, 21.05% (20) Agree, 6.32% (6) Somewhat Agree, resulting in 38.95% of the group agreeing that the CEO is informed what the strategy should be by the consultants • 11.58% (11) Non Committal • 24.21% (23) Strongly Disagree, 20% (19) Disagree, 5.26% (5) Somewhat Disagree including the non-committals makes up a view of 61.05% of the group who disagree that the CEO is informed what the strategy should be by the consultants

Table 37: Findings on Facilitation Question 8

4.2.4.9 Question 9: *"The Board facilitates the Strategic Management Process"*
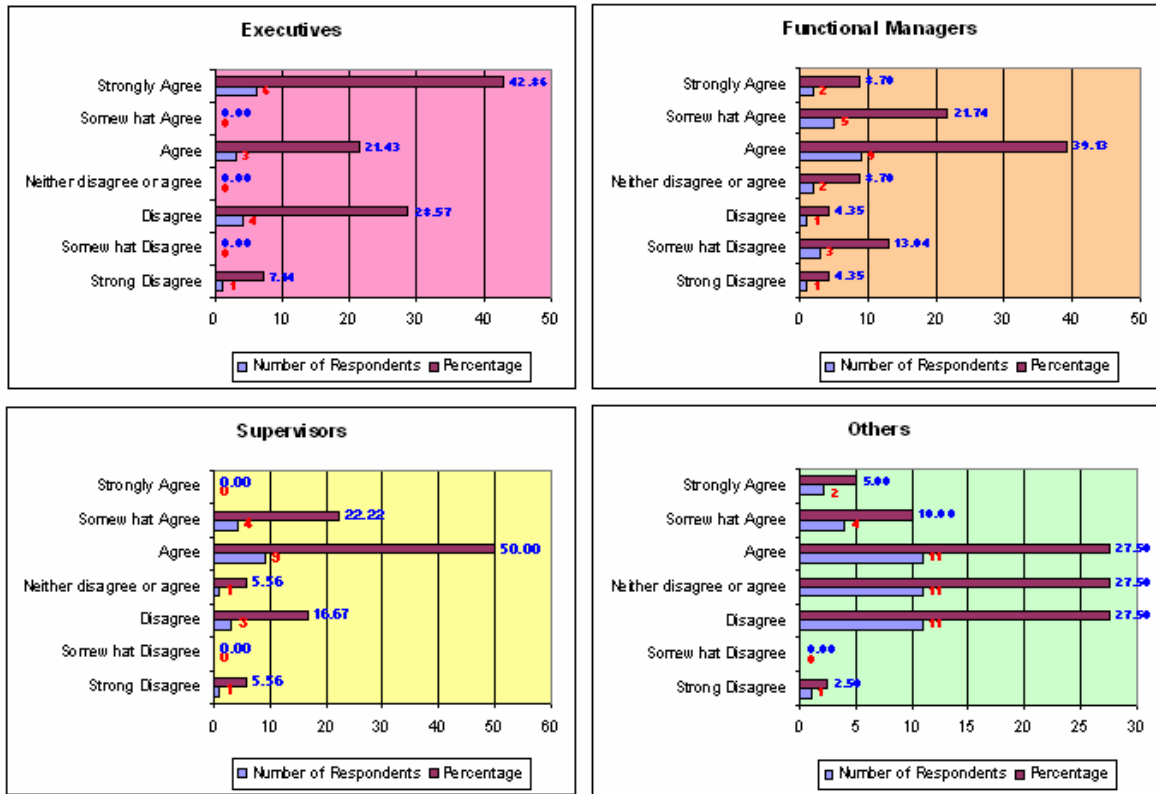
Graph 53: Schematic Representation of Facilitation Question 9

Graph 54: Integrated Response to Facilitation Question 9

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 21.43% (3) Agree making up 64.29% of the executives who agree that the board facilitates the strategic management process • 7.14% (1) Strongly Disagree, 20.57% (4) Disagree making up 35.71% of the executives who disagree that the board facilitates the strategic management process
Functions	• 8.70% (2) Strongly Agree, 39.13% (9) Agree, 21.74% (5) Somewhat Agree resulting in 69.57% of the functional managers who hold the view that the board facilitates the strategic management process • 8.70% (2) Non Committal • 4.35% (1) Strongly Disagree, 4.35% (1) Disagree, 13.04% (3) Somewhat Disagree including the non-committals makes up 30.44% of the functional managers who hold the view that the board does not facilitate the strategic management process
Supervisor	• 50% (9) Agree, 22.22% (4) Somewhat Agree making up a majority of 72.22% of the sample of supervisors who agree that the board facilitates the strategic management process • 5.56% (1) Non Committal • 5.56% (1) Strongly Disagree, 16.67% (3) Disagree including the non-committals makes up 27.79% of the supervisors who hold the view that the board does not facilitate the strategic management process
Others	• 5% (2) Strongly Agree, 27.50% (11) Agree, 10% (4) Somewhat Agree, therefore 42.5% of the sample of "others" agree that the board facilitates the strategic management process • 27.50% (11) Non Committal • 2.5% (1) Strongly Disagree, 27.50% (11) Disagree including the non-committals makes up a view of 57.5% of the 'others' who do not agree that the board facilitates the strategic management process
Integrated view	• 10.53% (10) Strongly Agree, 33.68% (32) Agree, 13.68% (13) Somewhat Agree, making up 57.89% of the total sample who agree that the board facilitates the strategic management process • 14.74% (14) Non Committal • 4.21% (4) Strongly Disagree, 20% (19) Disagree, 3.16% (3) Somewhat Disagree including the non-committals results in 42.11% of the total sample who disagree that the board facilitates the strategic management process

Table 38: Findings on Facilitation Question 9

4.2.4.10 Question 10: "The Board Develops Strategy for the Company"
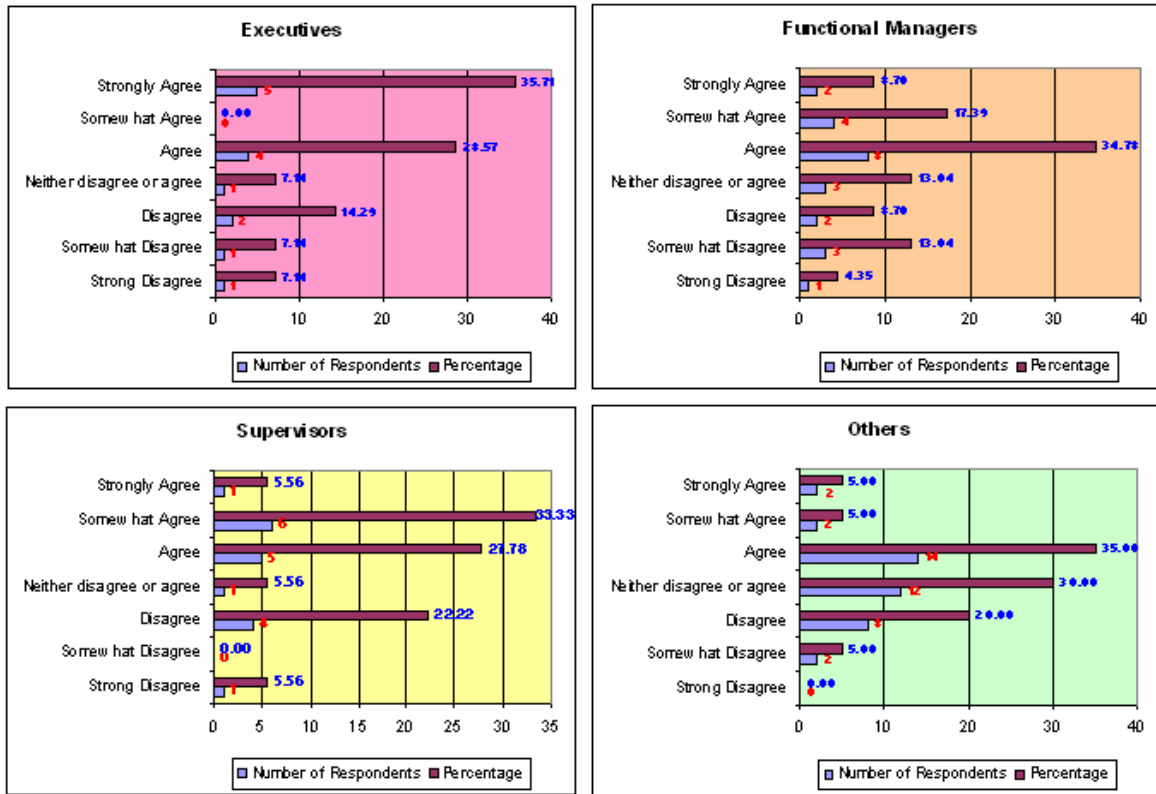
Graph 55: Schematic Representation of Facilitation Question 10

Graph 56: Integrated Response to Facilitation Question 10
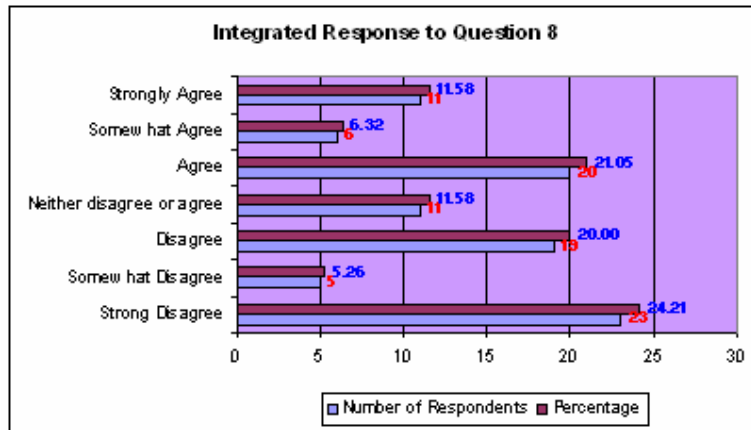
Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 28.57% (4) Agree making up 64.28% of the executives who agree that the board develops strategy for the company • 7.14% (1) Non Committal • 7.14% (1) Strongly Disagree, 14.29% (2) Disagree, 7.14% (1) Somewhat Disagree, including the non-committals gives a total of 35.72% of the executives who disagree that the board develops strategy for the company
Functional Manager	• 8.70% (2) Strongly Agree, 34.78% (4) Agree, 17.39% (4) Somewhat Agree making up 60.87% of the functional managers who agree that the board develops strategy for the company • 13.04% (3) Non Committal • 4.35% (1) Strongly Disagree, 8.70% (2) Disagree, 13.04% (3) Somewhat Disagree including the non-committals results in 39.13% of the functional managers who disagree that the board develops strategy for the company
Supervisor	• 5.56% (1) Strongly Agree, 27.78% (5) Agree, 33.33% (6) Somewhat Agree adding up to 66.67% of the supervisors who agree that the board develops the strategy for the company • 5.56% (1) Non Committal • 5.56% (1) Strongly Disagree, 22.22% (4) Disagree including the non-committals gives 33.33% of the supervisors disagreeing that the board develops strategy for the company
Others	• 5% (2) Strongly Agree, 35% (14) Agree, 5% (2) Somewhat Agree, therefore 45% of the 'Others' agree that the board develops the strategy for the company • 30% (12) Non Committal • 20% (8) Disagree, 5% (2) Somewhat Disagree including the non-committals makes up 55% of the 'Others" who do not agree that the board develops strategy for the company
Integrated view	• 10.53% (10) Strongly Agree, 32.63% (31) Agree, 12.63% (12) Somewhat Agree resulting in 55.79% of the total sample who participated in the studies agreeing that the board develops strategy for the company • 17.89% (17) Non Committal • 3.16% (3) Strongly Disagree, 16.84% (16) Disagree, 6.32% (6) Somewhat Disagree including the non-committals gives 44.21% of the sample who participated in the survey disagree that the board develops strategy for the company

Table 39: Findings on Facilitation Question 10

4.2.4.11 Question 11: "The CEO's facilitation has led to procedure and structure within the Company"
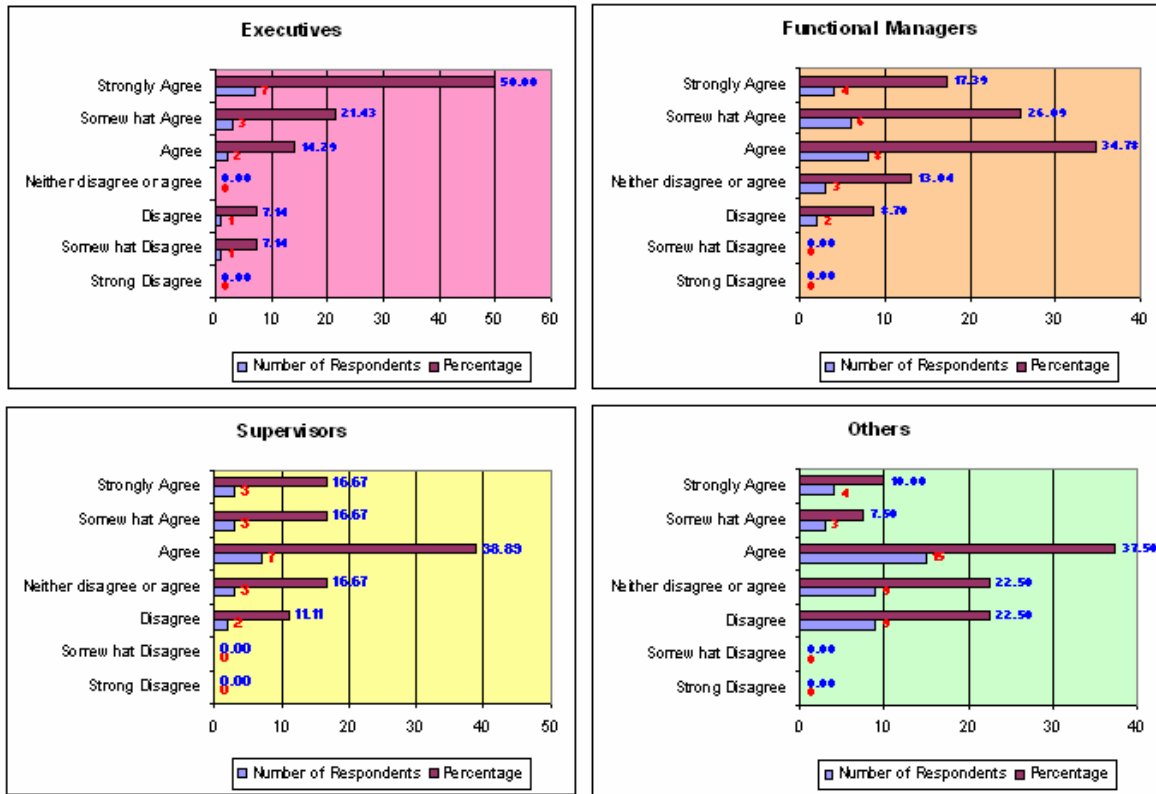
Graph 57: Schematic Representation of Facilitation Question 11

Graph 58: Integrated Response to Facilitation Question 11

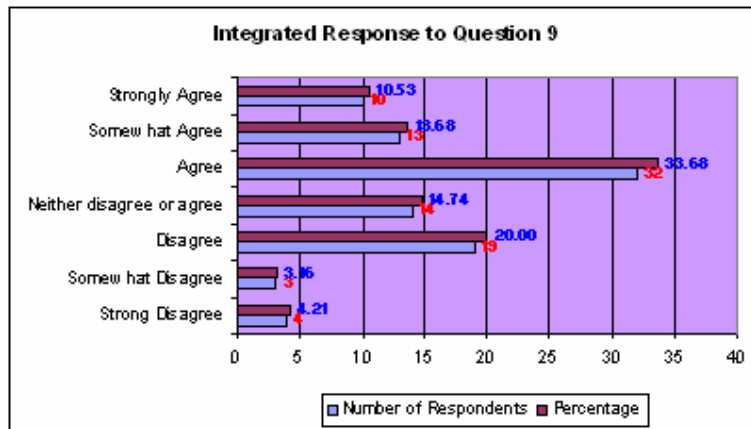| Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 14.29% (2) Agree, 21.43% (3) Somewhat Agree making up 85.72% of the executives in the sample who are of the opinion that the CEO's facilitation has led to procedure and structure within the company • 7.14% (1) Disagree, 7.14% (1) Somewhat Disagree. 14.28% of the executives in the sample are of the opinion that the CEO's facilitation has not led to procedure and structure within the company
Functional Managers	• 17.39% (4) Strongly Agree, 34.78% (8) Agree, 26.09% (6) Somewhat Agree. 78.26% of the functional managers within the sample group agree that the CEO's facilitation has led to procedure and structure within the company • 13.04% (3) Non Committal • 8.70% (2) Disagree including the non-committals results in 21.74% of the functional managers within the sample group who disagree that the CEO's facilitation has led to procedure and structure within the company
Supervisor	• 16.67% (3) Strongly Agree, 38.89% (7) Agree, 16.67% (3) Somewhat Agree. 72.23% of the supervisors agree that the CEO's facilitation has led to procedure and structure within the company • 16.67% (3) Non Committal • 11.11% (2) Disagree including the non-committals makes up 27.78% of the supervisors disagreeing that the CEO's facilitation has led to procedure and structure within the company
Others	• 10% (4) Strongly Agree, 37.5% (15) Agree, 7.5% (3) Somewhat Agree. 55% of the 'others' in the sample agree that facilitation by the CEO has led to procedure and structure within the company • 22.5% (9) Non Committal • 22.5% (9) Disagree including the non-committals results in 45% of the 'others' in the sample disagreeing that the facilitation by the CEO has led to procedure and structure within the company
Integrated view	• 18.95% (18) Strongly Agree, 33.68% (32) Agree, 15.79% (15) Somewhat Agree accounting for 68.42% of the sample studied agreeing that the CEO's facilitation has led to procedure and structure within the company • 15.79% (15) Non Committal • 14.74% (14) Disagree, 1.05% (1) Somewhat Disagree, including the non-committals shows 31.58% of the sample studied who disagree that the CEO's facilitation has led to procedure and structure within the company

Table 40: Findings on Facilitation Question 11

4.2.4.12 Question 12: "The facilitation process was influenced by power and group members"
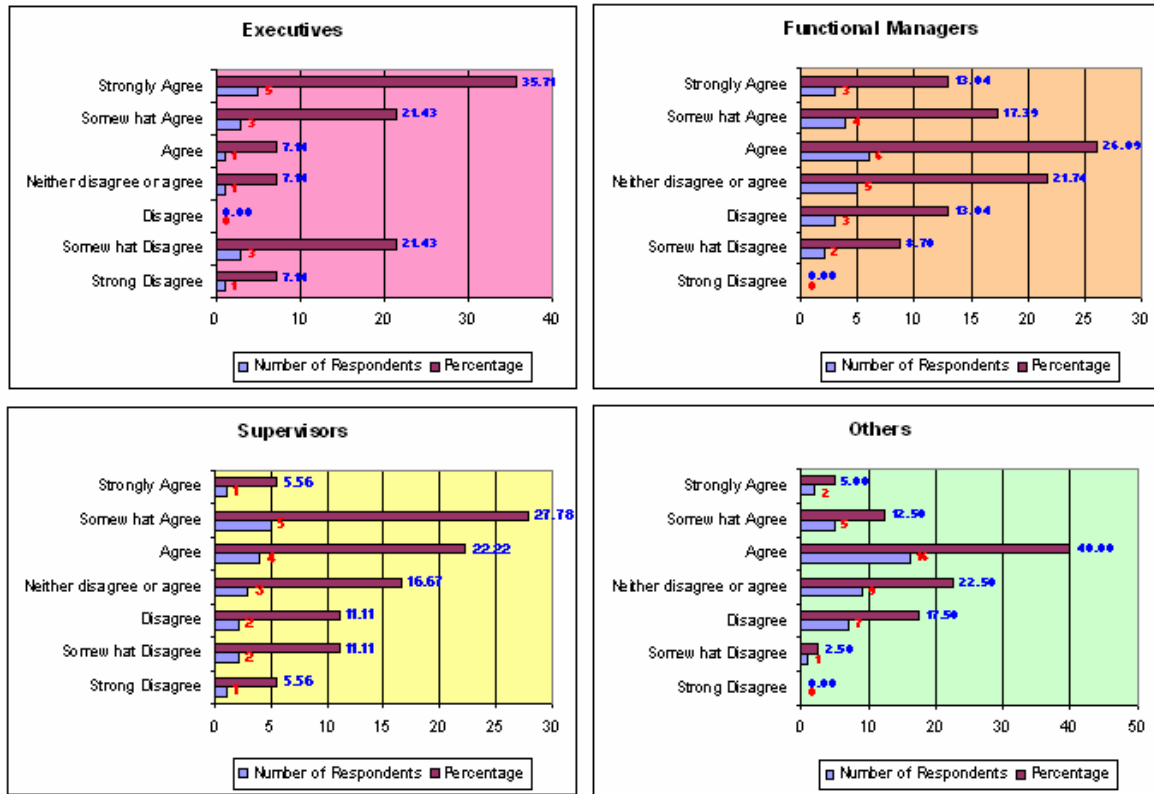
Graph 59: Schematic Representation of Facilitation Question 12

Graph 60: Integrated Response to Facilitation Question 12

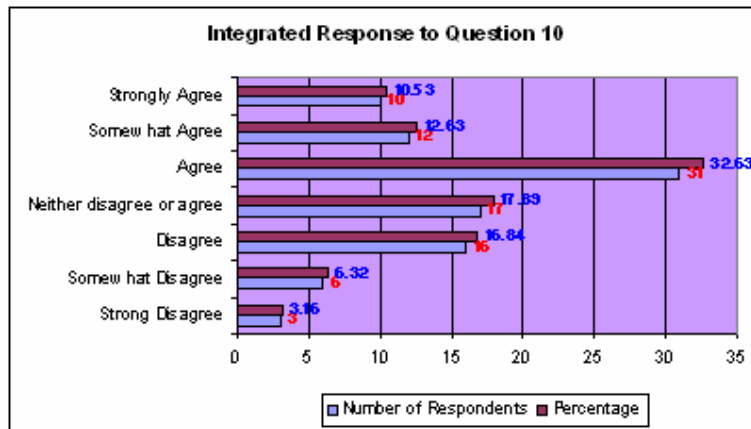| Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 7.14% (1) Agree, 21.43% (3) Somewhat Agree. 64.28% of the executives from the sample agree that the facilitation process was influenced by power and the influence of group members • 7.14% (1) Non Committal • 7.14% (1) Strongly Disagree, 21.43% (3) Somewhat Disagree including the non-committals results in 35.72% of the executives from the sample who disagree that the facilitation process was influenced by power and group members
Functional Managers	• 13.04% (3) Strongly Agree, 26.04% (6) Agree, 17.39% (4) Somewhat Agree. 56.47% of the sample of functional managers agree that the facilitation process was influenced by power of group members • 21.74% (5) Non Committal • 13.04% (3) Disagree, 8.70% (2) Somewhat Disagree including the non-committals results in 43.48% of the sample of functional managers disagreeing that the facilitation process was influenced by power of group members
Supervisor	• 5.56% (1) Strongly Agree, 22.22% (4) Agree, 27.78% (5) somewhat agree. 55.56% of the supervisors hold the view that the facilitation process was influenced by power and the influence of group members • 16.67% (3) Non Committal • 5.56% (1) Strongly Disagree, 11.11% (2) Disagree, 11.11% (2) Somewhat Disagree including the non-committals accounts for 44.44% of the sample of supervisors who disagree that the facilitation process was influenced by the power of group members
Others	• 5% (2) Strongly Agree, 40% (16) Agree, 12.5% (5) Somewhat Agree. 57.5% of the 'others' hold the view that the facilitation process was influenced by the group • 22.5% (9) Non Committal • 17.5% (7) Disagree, 2.5% (1) Somewhat Disagree including the non-committals 42.5% of the 'others' hold the view that the facilitation process was not influenced by the group
Integrated view	• 11.58% (11) Strongly Agree, 28.42% (27) Agree, 17.89% (17) Somewhat Agree. 57.89% of the entire sample agrees that the facilitation process was influenced by power and the influence of group members • 18.95% (18) Non Committal • 2.11% (2) Strongly Disagree, 12.63% (12) Disagree, 8.42% (8) Somewhat Disagree. 42.11% of the entire sample disagrees that the facilitation process was influenced by power and the influence of group members

Table 41: Findings on Facilitation Question 12

4.2.4.13 Question 13: *"The CEO frequently changes his/her mind about things"*
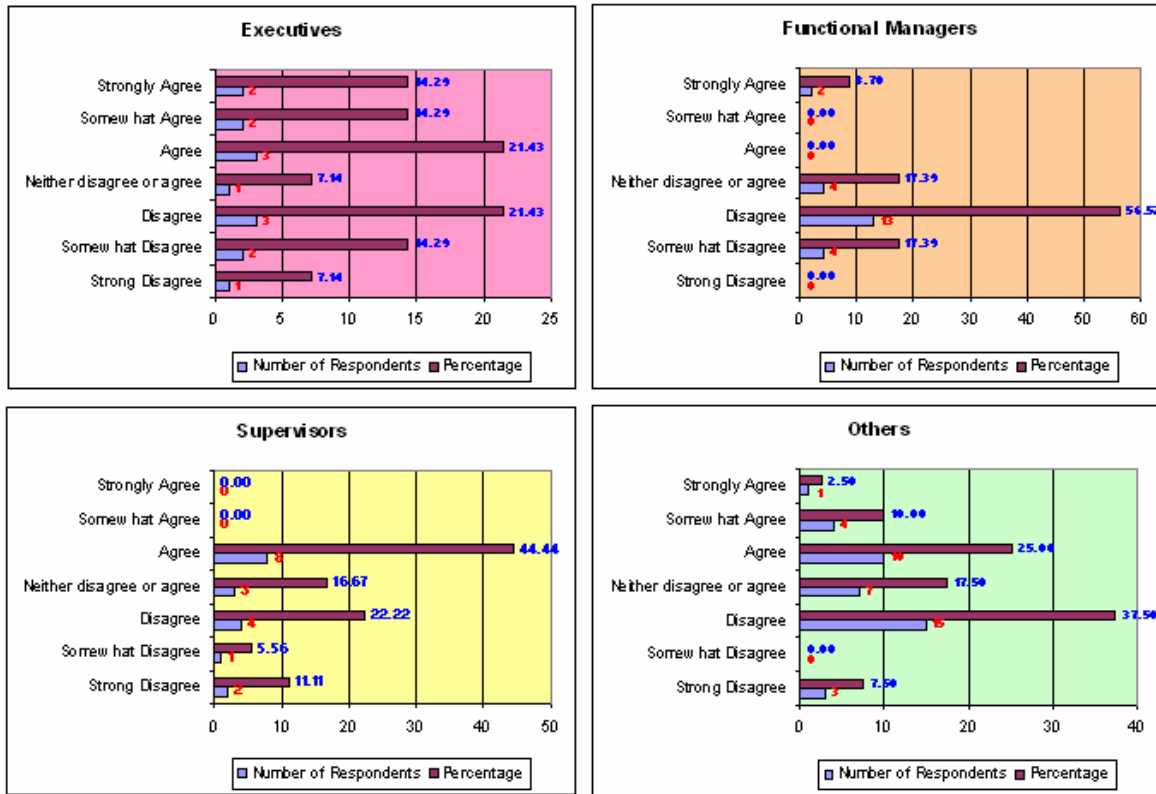
Graph 61: Schematic Representation of Facilitation Question 13

Graph 62: Integrated Response to Facilitation Question 13

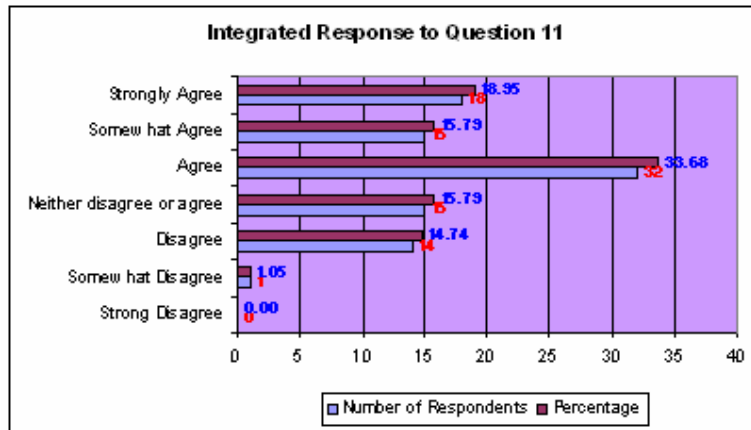| Management Grouping	Findings
Executives	• 14.29% (2) Strongly Agree, 21.43% (3) Agree, 14.29% (2) Somewhat Agree. 50% of the executives agree that the CEO frequently changes his/her mind about things • 7.14% (1) Non Committal • 7.14% (1) Strongly Disagree, 21.43% (3) Disagree, 14.29% (2) Somewhat Disagree. 50% of the executives disagree that the CEO frequently changes his/her mind about things resulting in a complete split view on the issue
Functional Managers	• 8.70% (2) Strongly Agree • 17.39% (4) Non Committal • 56.52% (13) Disagree, 17.39% (4) Somewhat Disagree, making up a majority of 73.91%. If the non-committals are included the view increases to 91.3% of the functional managers disagreeing with the question; they do not believe that the CEO changes his mind
Supervisor	• 44.44% (8) Agree that the CEO frequently changes his/her mind about things • 16.67% (3) Non Committal • 11.11% (2) Strongly Disagree, 22.22% (4) Disagree, 5.56% (1) Somewhat Disagree including the non-committals the view increases to 55.56% of the supervisors who disagree with the question and who do not believe that the CEO frequently changes his/ her mind
Others	• 2.5% (1) Strongly Agree, 25% (1) Agree, 10% (4) Somewhat Agree. According to 37.5% of the 'Others' the CEO frequently changes his/her mind about things • 17.5% (7) Non Committal • 7.5% (3) Strongly Disagree, 37.5% (15) Disagree including the non-committals the view increases to 62.5% of the 'Others' who do not believe that the CEO frequently changes his/her mind
Integrated view	• 5.26% (5) Strongly Agree, 22.11% (21) Agree, 6.32% (6) Somewhat Agree. 33.99% of the sample group studied agrees that the CEO frequently changes his/ her mind about things • 15.79% (15) Non Committal • 6.32% (6) Strongly Disagree, 36.84% (35) Disagree, 7.37% (7) Somewhat Disagree resulting in 50.32%. Adding to this the non-committals increases the percentage to 66.11% of the sample group studied who disagree that the CEO frequently changes his/ her mind about things

Table 42: Findings on Facilitation Question 13

4.2.4.14 Question 14: "The major role of the CEO is leadership and strategic planning"
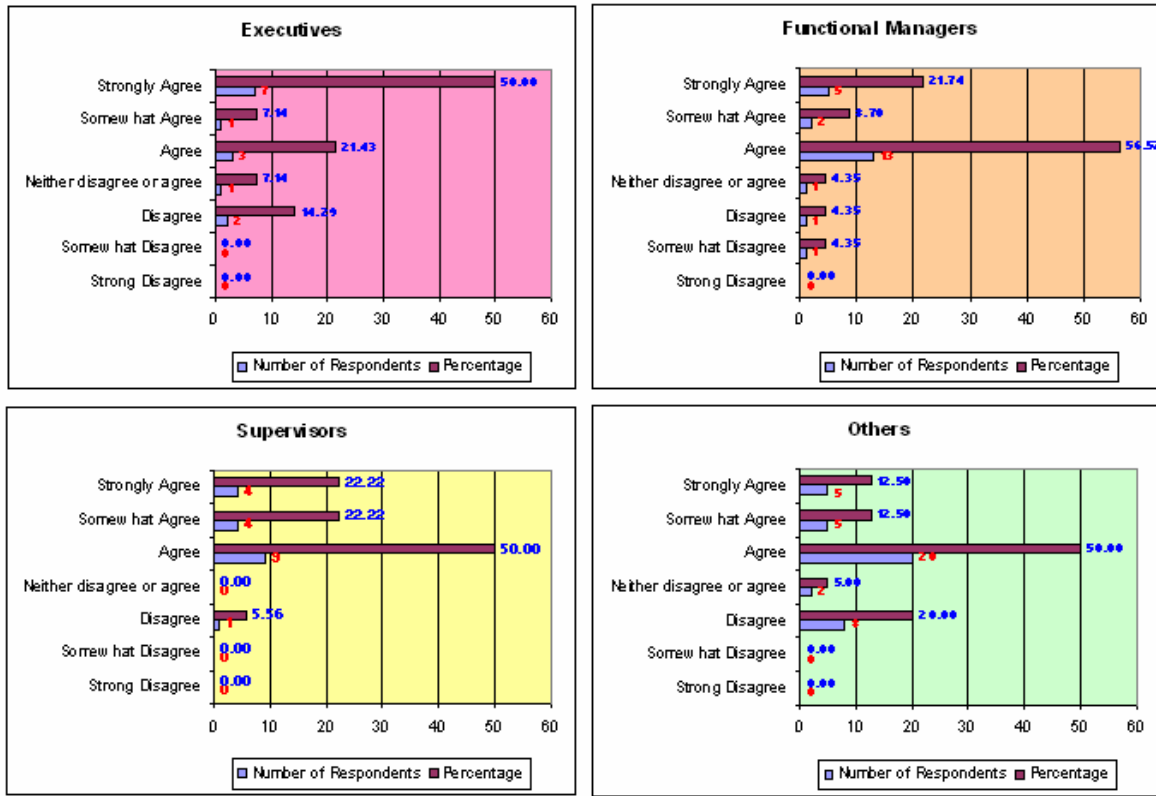
Graph 63: Schematic Representation of Facilitation Question 14
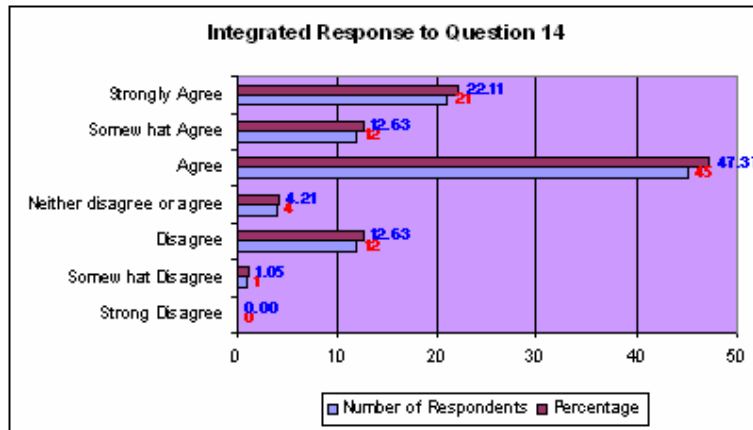
Graph 64: Integrated Response to Facilitation Question 14
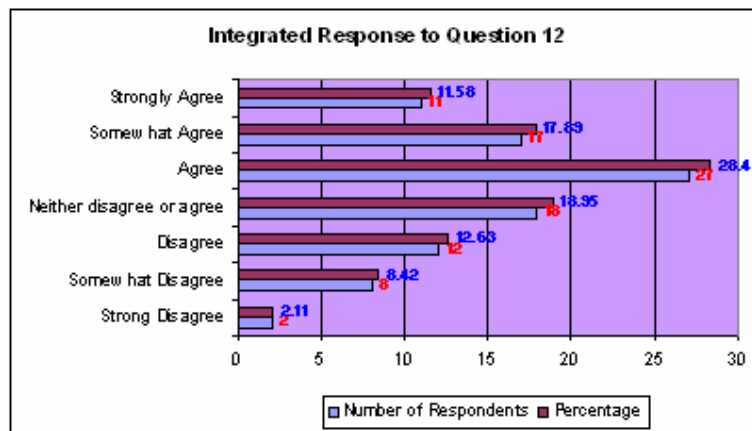
Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 21.43% (3) Agree, 7.14% (1) Somewhat Agree. 78.57% of the executives in the sample group agree that the major role of the CEO is leadership and strategic planning • 7.14% (1) Non Committal • 14.29% (2) Disagree including the non-committals, 21.43% of the executives in the sample group disagree that the major role of the CEO is leadership and strategic planning
Functional Managers	• 21.74% (5) Strongly Agree, 56.52% (13) Agree, 8.70% (2) Somewhat Agree. 86.96% of the functional managers agree that the major role of the CEO is leadership and strategic planning • 4.35% (1) Non Committal • 4.35% (1) Disagree, 4.35% (1) Somewhat Disagree including the non-committals results in 13.05% of the functional managers in the sample group disagreeing that the major role of the CEO is leadership and strategic planning
Supervisor	• 22.22% (4) Strongly Agree, 50% (9) Agree, 22.22(4) Somewhat Agree. A strong majority view of 94.44% of the supervisors agree that the major role of the CEO is leadership and strategic planning • 5.56% (1) Disagree
Others	• 12.50% (5) Strongly Agree, 50% (20) Agree, 12.50% (5) Somewhat Agree resulting in 75% of the sample group of other employees agreeing that the major role of the CEO is leadership and strategic planning • 5% (2) Non Committal • 20% (8) Disagree including the non-committals, leads to 25% of the 'others' in the sample group disagreeing that the major role of the CEO is leadership and strategic planning
Integrated view	• 22.11% (21) Strongly Agree, 47.37% (45) Agree, 12.63% (12) Somewhat Agree. 82.11% hold a strong majority view that the major role of the CEO is leadership and strategic planning. This results in a negatively skewed graph. • 4.21% (4) Non Committal • 12.63% (12) Disagree, 1.05% (1) Somewhat Disagree. 16.84% disagree with the view that the major role of the CEO is leadership and strategic planning

Table 43: Findings on Facilitation Question 14

4.2.4.15 Question 15: "The management consultant does the strategic thinking for the organisation"
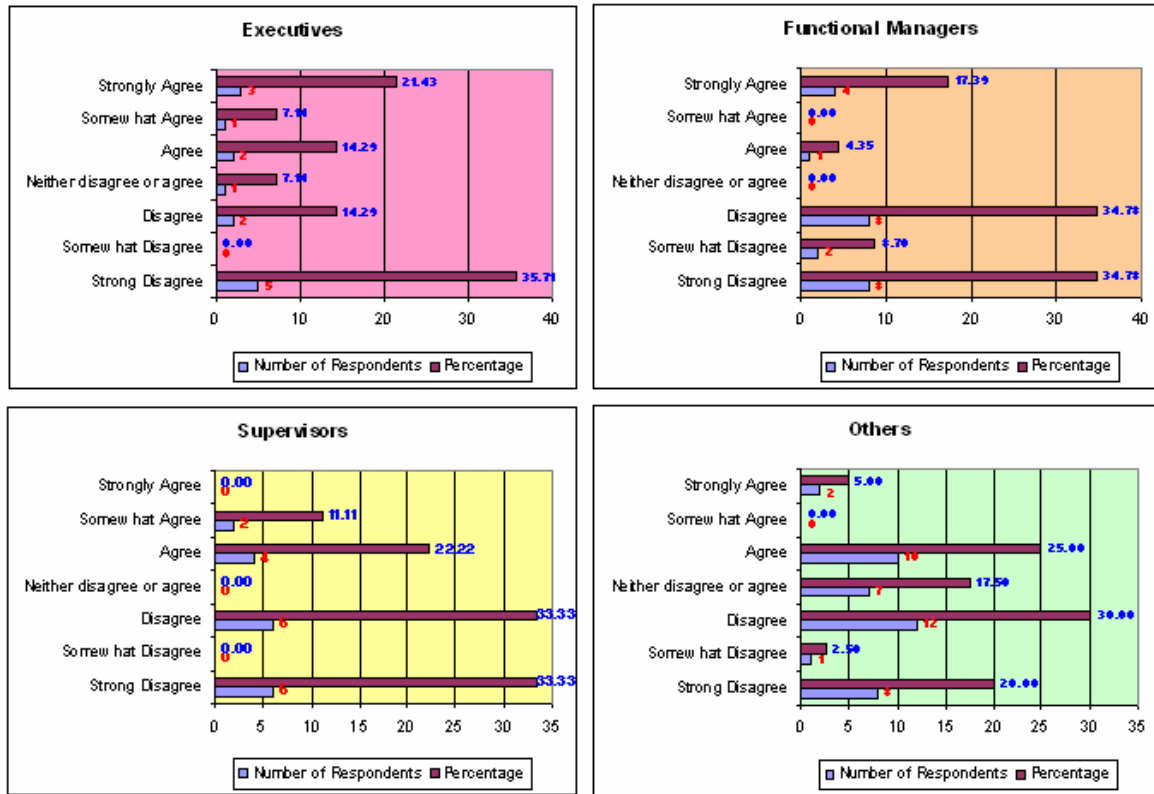
Graph 65: Schematic Representation of Facilitation Question 15
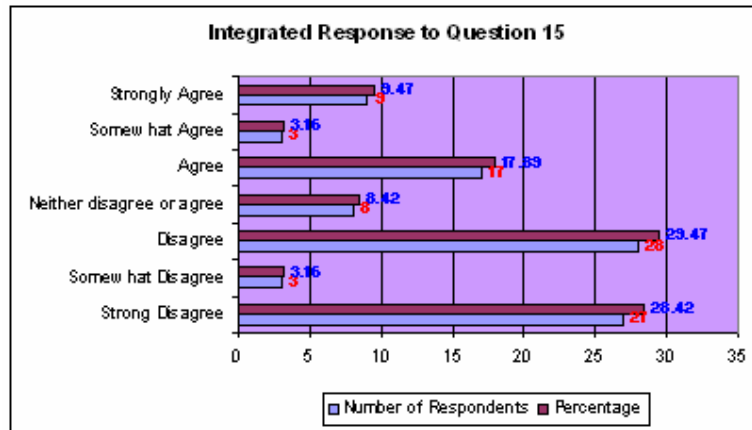
Graph 66: Integrated Response to Facilitation Question 15

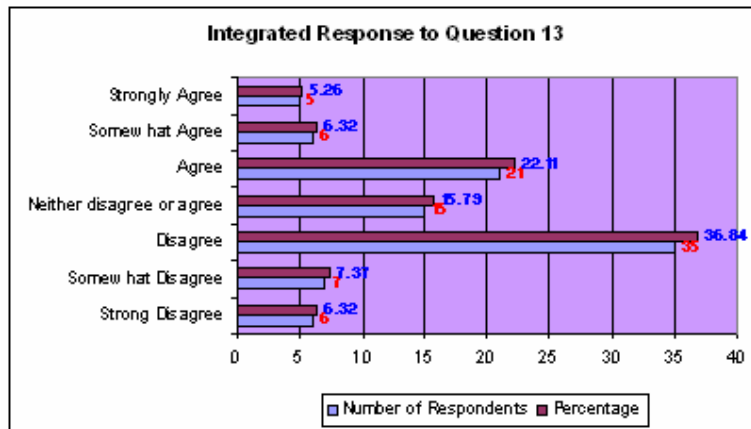| Management Grouping	Findings
Executives	• 21.43% (3) Strongly Agree, 14.29% (2) Agree, 7.14% (1) Somewhat Agree. 42.86% of the executives agree that the management consultant does the strategic thinking for the organisation • 7.14% (1) Non Committal • 35.71% (5) Strongly Disagree, 14.29% (2) Disagree, including the non-committals results in 57.14% of the executives who do not agree that the management consultant does the strategic thinking for the organisation
Functional Managers	• 17.39% (4) Strongly Agree, 4.35% (1) Agree. 21.74% of the functional managers agree that the management consultant does the strategic thinking for the organisation • 34.78% (8) Strongly Disagree, 34.78% (8) Disagree, 8.70% (2) Somewhat Disagree making up a majority view of 78.26% of the functional managers who disagree that the management consultant does the strategic thinking for the organisation
Supervisor	• 22.22% (4) Agree, 11.11% (2) Somewhat Agree. 33.33% of the supervisors do agree that the management consultant do the strategic thinking for the organisation • 33.33% (6) Strongly Disagree, 33.33% (6) Disagree. 66.66% of the supervisors disagree that the management consultants do the strategic thinking for the organisation
Others	• 5% (2) Strongly Agree, 25% (10) Agree. 30% of the 'Others' agree that the management consultants do the strategic thinking for the organisation • 17.50% (7) Non Committal • 20% (8) Strongly Disagree, 30% (12) Disagree, 2.50% (1) Somewhat Disagree. This makes up a view of 52.50% which increases to 70% when the non-committals are added showing that majority of the 'others' do not agree that the management consultant does the strategic thinking for the organisation
Integrated view	• 9.47% (9) Strongly Agree, 17.89% (17) Agree, 3.16% (3) Somewhat Agree. 30.52% of the entire sample who took part in the survey agree that the management consultants do the strategic thinking for the organisation • 8.42% (8) Non Committal • 28.42% (27) Strongly Disagree, 29.47% (28) Disagree, 3.16% (3) Somewhat Disagree. Including the non-committals the majority is increased to 69.47% of the entire sample who took part in the survey who disagree that the management consultants do the strategic thinking for the organisation

Table 44: Findings on Facilitation Question 15

4.2.5 Section C- Strategic Management Process in South Africa

4.2.5.1 Question 1: *"The Board approves all products from the Strategic Management Process (Eg. Strategic Business Plans)"*
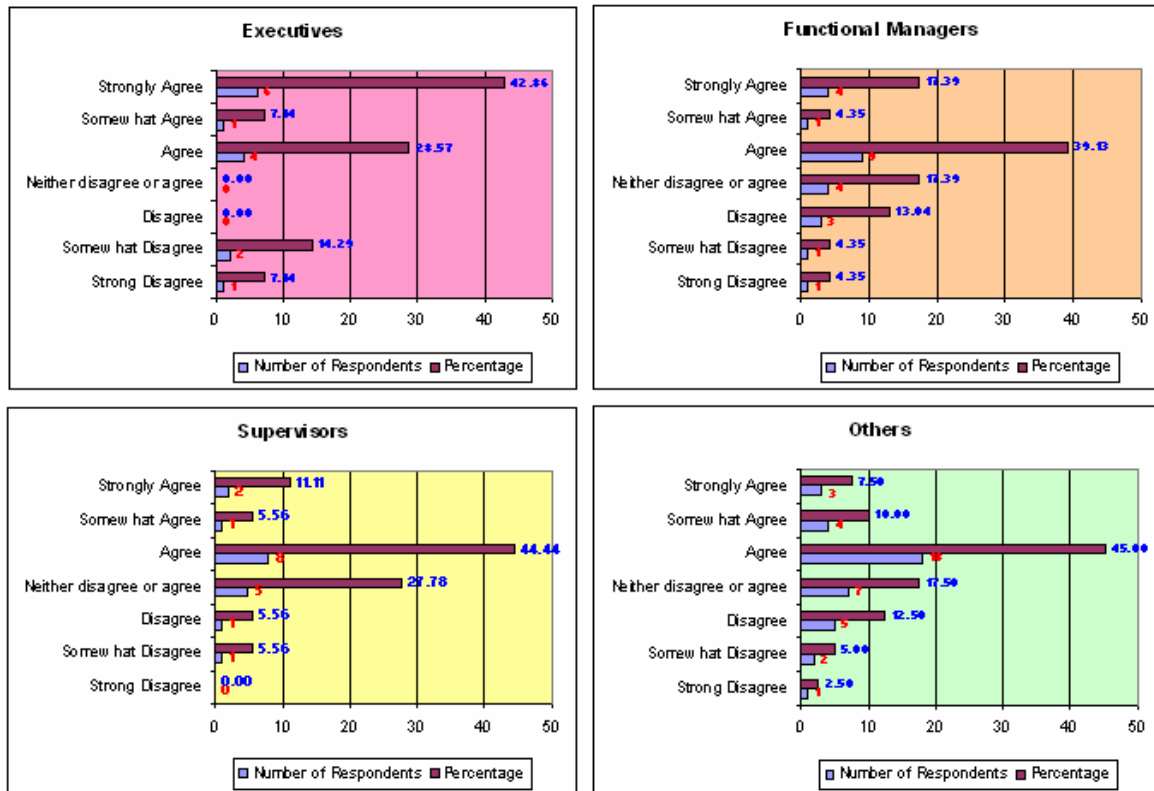
Graph 67: Schematic Representation of SMP Question 1
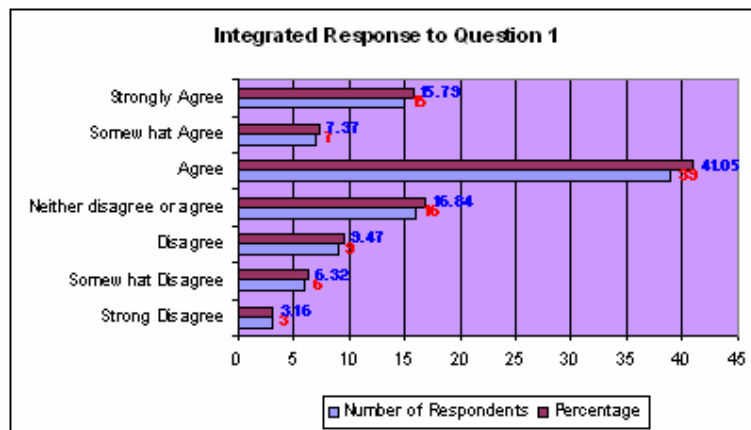
Graph 68: Integrated Response to SMP Question 1

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 28.57% (4) Agree, 7.14% (1) Somewhat Agree making up a majority view of 78.57% of the executives who agree that the board approve all the products from the management process • 7.14% (1) Strongly Disagree, 14.24% (2) Somewhat Disagree making up a minority view of 21.38% who feel that the board does not approves all products from the strategic management process
Functional Managers	• 17.39% (4) Strongly Agree, 39.13% (9) Agree, 4.35% (1) Somewhat Agree making up a 60.87% view that the board approves all products from the strategic management process • 17.39% (4) Non Committal • 4.35% (1) Strongly Disagree, 13.04% (3) Disagree, 4.35% (1) Somewhat Disagree making up a view of 21.74%. When adding the non-committals the minority view is 39.13% who feel that not all the products of the strategic management process are approved by the board
Supervisor	• 11.11(2) Strongly Agree, 44.44% (8) Agree, 5.56% (1) Somewhat Agree making up 61.11% of the supervisors who feel that all SMP products are approved by the board • 27.78% (5) Non Committal • 5.56% (1) Disagree, 5.56% (1) Somewhat Disagree making up a view of 11.12% adding the non-committals results in 38.9% who disagree or are not sure if the board approves SMP products
Others	• 7.54% (3) Strongly Agree, 45% (18) Agree, 10% (4) Somewhat Agree making up a 62.54% view that all SMP products are approved by the board • 17.50% (7) Non Committal • 2.50% (1) Strongly Disagree, 12.50% (5) Disagree, 5% (2) Somewhat Disagree making up a view of 20% who believe that not all the SMP products are approved by the board
Integrated view	• 15.79% (15) Strongly Agree, 41.05% (39) Agree, 7.37% Somewhat Agree making up a view of 64.21% of the entire sample who feels that all SMP products are approved by the board • 16.84% (16) Non Committal • 3.16% (3) Strongly Disagree, 9.47% (9) Disagree, 6.32% Somewhat Agree making up 18.95% who feel that not all SMP products are approved by the board

Table 45: Findings on SMP Question 1

4.2.5.2 Question 2: "The Board tasks the management team directly without the knowledge of the CEO"
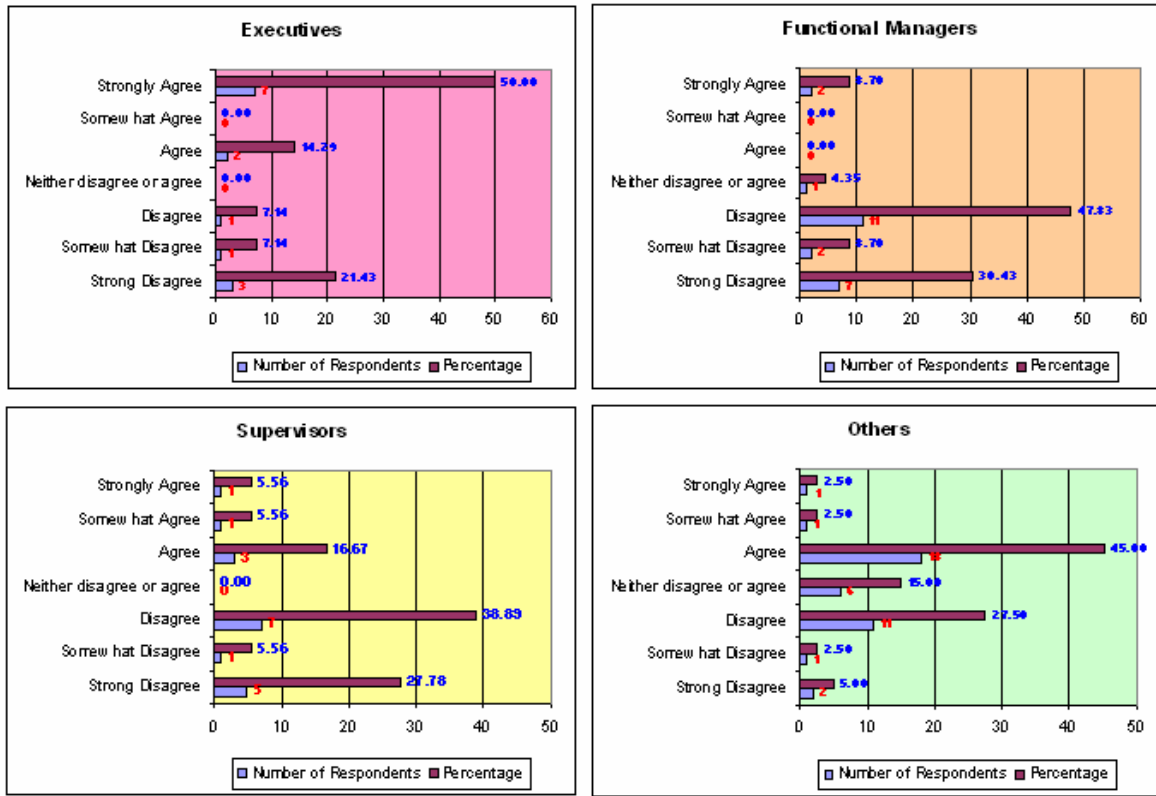
Graph 69: Schematic Representation of SMP Question 2

Graph 70: Integrated Response to SMP Question 2

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 14.29% (2) Agree making up a 64.29% view that the board tasks the management team directly without the knowledge of the CEO • 21.43% (3) Strongly Disagree, 7.14% (1) Disagree, 7.14% (1) Somewhat Disagree resulting in a total 35.71% who feel that the board does not task the management team directly without the knowledge of the CEO
Functional Managers	• 8.70% (2) Strongly Agree • 4.35% (1) Non Committal • 30.43% (7) Strongly Disagree, 47.83% (11) Disagree, 8.70 % (2) Somewhat Disagree forming a majority view of 86.96% of functional managers who feel that the board does not task the management team directly without the knowledge of the CEO
Supervisor	• 5.56% (1) Strongly Agree, 16.67%(3) Agree, 5.56% (1) Somewhat Agree making up an minority view of 27.79% • 27.78% (5) Strongly Disagree, 38.89% (7) Disagree, 5.56% (1) Somewhat Disagree making up a of 72.23% who feel that the board does not task the management team directly without the CEO's knowledge
Others	• 2.50% (1) Strongly Agree 45% (18) Agree, 2.50% (1) Somewhat Agree making up 50% of the others who feel that the board tasks the management team without the knowledge of the CEO • 15%(6) Non Committal • 5% (2) Strongly Disagree, 27.54%(11) Disagree 2.50%(1) Somewhat Disagree making up 32.54% of the others
Integrated view	• 11.58% (11) Strongly Agree, 24.21% (23) Agree, 2.11% (2) Somewhat Agree making up 37.9%of the entire sample who feel that the board tasks the management team without the knowledge of the CEO • 7.37% (7) Non Committal • 17.89% (17) Strongly Disagree, 31.58% (30) Disagree, 5.56% (5) Somewhat Disagree resulting in a slight majority of 54.73% who feel that the board does not task the management without the knowledge of the CEO

Table 46: Findings on SMP Question 2

4.2.5.3 Question 3: "The company strategy is promulgated throughout the company"
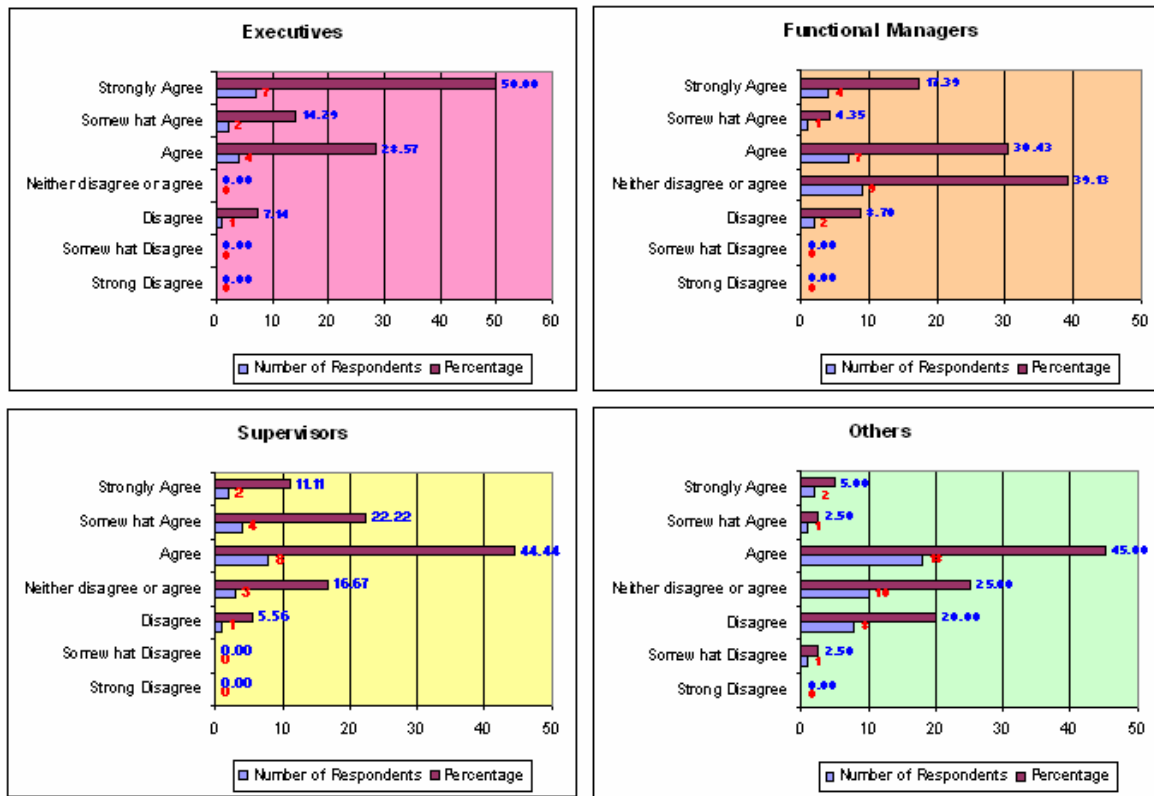
Graph 71: Schematic Representation of SMP Question 3
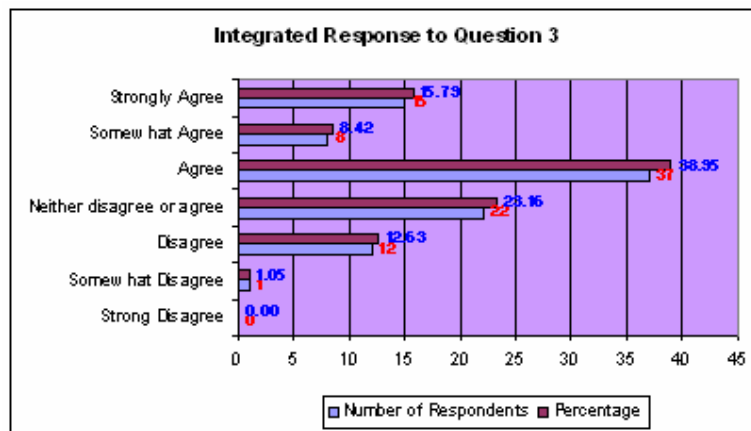
Graph 72: Integrated Response to SMP Question 3

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 28.57% (4) Agree, 14.29% (2) Somewhat Agree making up a strong majority view of 92.86% of the executives who feel that the company strategy is promulgated throughout the company • 7.14 (1) Disagree
Functional Managers	• 17.39% (4) Strongly Agree, 30.43% (7) Agree, 4.35% Somewhat Agree making up a 52.17% view that the company strategy is promulgated throughout the company • 39.13% (9) Non Committal shows that there is a large group within the company who can't or won't commit to confirming promulgation or not • 8.70% (2) Disagree
Supervisor	• 11.11% (2) Strongly Agree, 44.44% (8) Agree, 22.22% (4) Somewhat Agree making up a majority view of 77.77% within the group who believe that the company strategy is promulgated through the company • 16.67% (3) Non Committal • 5.56% (1) Disagree
Others	• 5% (2) Strongly Agree, 45% (18) Agree, 2.50% (1) Somewhat Agree resulting in 52,5% who feel that the company strategy is promulgated throughout the company • 25% (10) Non Committal • 20% (8) Disagree, 2.50% Somewhat Agree making up a 22.5% view that the strategy has not been promulgated through the company
Integrated view	• 15.79% (15) Strongly Agree, 38.45% (37) Agree, 8.42% (8) resulting in 62.98% of the entire sample who feel that the company strategy has been promulgated through the company • 23.16% (22) Non Committal • 12.63% (12) Disagree, 1.05% (1) Somewhat Disagree – when adding the non-committals, results in 37.2% of the sample who do not agree that the company strategy has been promulgated throughout the company

Table 47: Findings on SMP Question 3

4.2.5.4 Question 4: "The company's business plans are derived from the formulated Strategy"
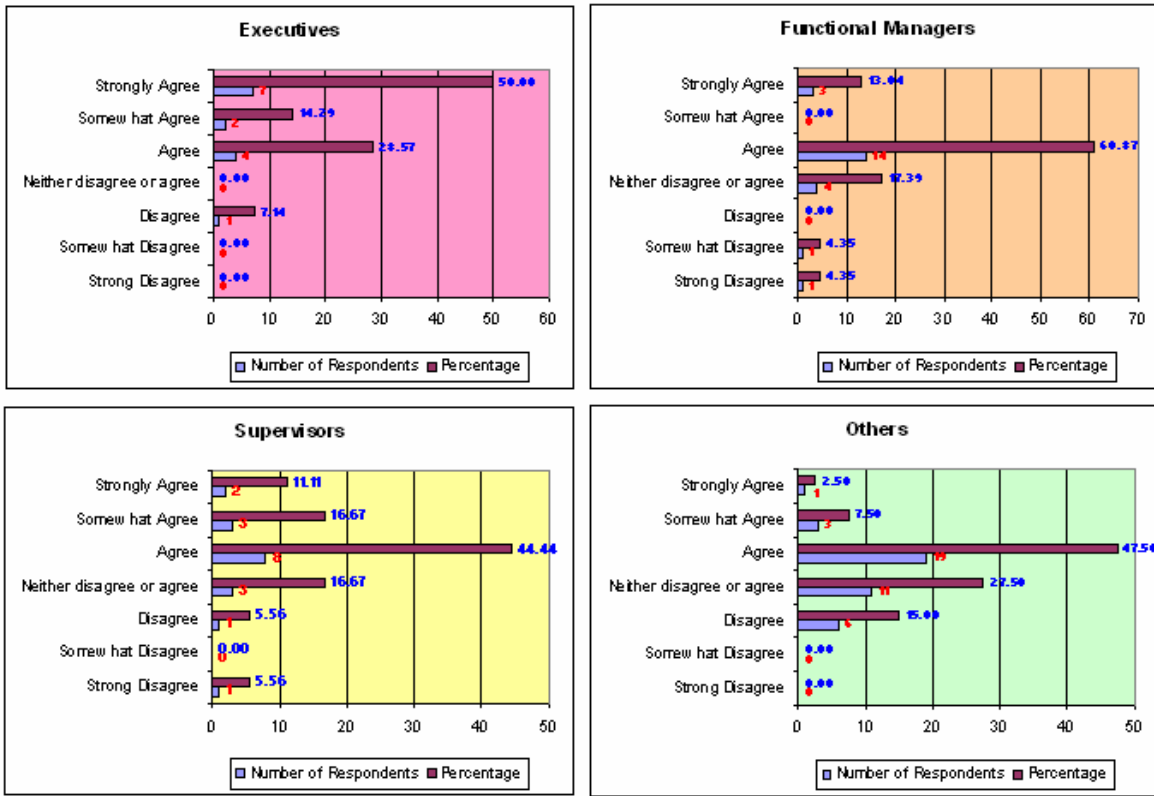
Graph 73: Schematic Representation of SMP Question 4
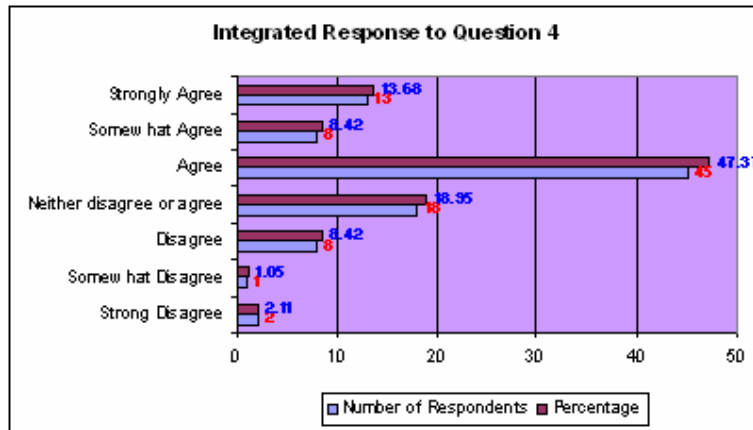
Graph 74: Integrated Response to SMP Question 4

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 28.57% (4) Agree, 14.29% (2) Somewhat Agree making up a majority view of 92.86% of the executives who believe that the company business plans are derived from the company's formulated strategy • 7.14% (1) Disagree
Functional Managers	• 13.04% (3) Strongly Agree, 60.87% (14) Agree making up a majority view of 73.91% of the functional managers who feel that the company business plans are derived from the formulated strategy • 17.39% (4) Non Committal • 4.35% (1) Strongly Disagree, 4.35% (1) Somewhat Disagree including the non-committals makes up a minority view of 26.09% of the functional managers who believe that the company business plans are not derived from the formulated strategy
Supervisor	• 11.11% (2) Strongly Agree, 44.44% (8) Agree, 16.67% (3) Somewhat Agree making up a majority view of 72.22% who feel that the company business plans are derived from the formulated strategy • 16.67% (3) Non Committal • 5.56% (1) Strongly Disagree, 5.56% (1) Disagree. Including the non- committals makes up a minority view of 27.79% of the supervisors who believe that the company business plans are not derived from the formulated strategy
Others	• 2.50% (1) Strongly Agree, 47.50% (19) Agree, 7.50% (3) Somewhat Agree making up a view of 57.5% of the others who believe that the business plans are derived for the formulated strategy • 27.50% (11) Non Committal • 15% (4) Disagree including the non-committals makes up a minority view of 42.5% who do not agree that the company business plan are derived from the formulated strategy
Integrated view	• 13.68% (13) Strongly Agree, 47.37% (45) Agree, 8.42% (8) Somewhat Agree making up a view of 69.47% of the entire sample who feel that the company business plans are derived for the formulated company strategy • 18.95% (18) Non Committal • 2.11% (2) Strongly Disagree, 8.42% (8) Disagree, 1.05% (1) Somewhat Disagree including the non-committals makes up a minority view of 30.53% of the sample who feel that the company business plans are not derived from the formulated strategy

Table 48: Findings on SMP Question 4

4.2.5.5 Question 5: "The achievement against performance is based on the Strategic Business Plan"
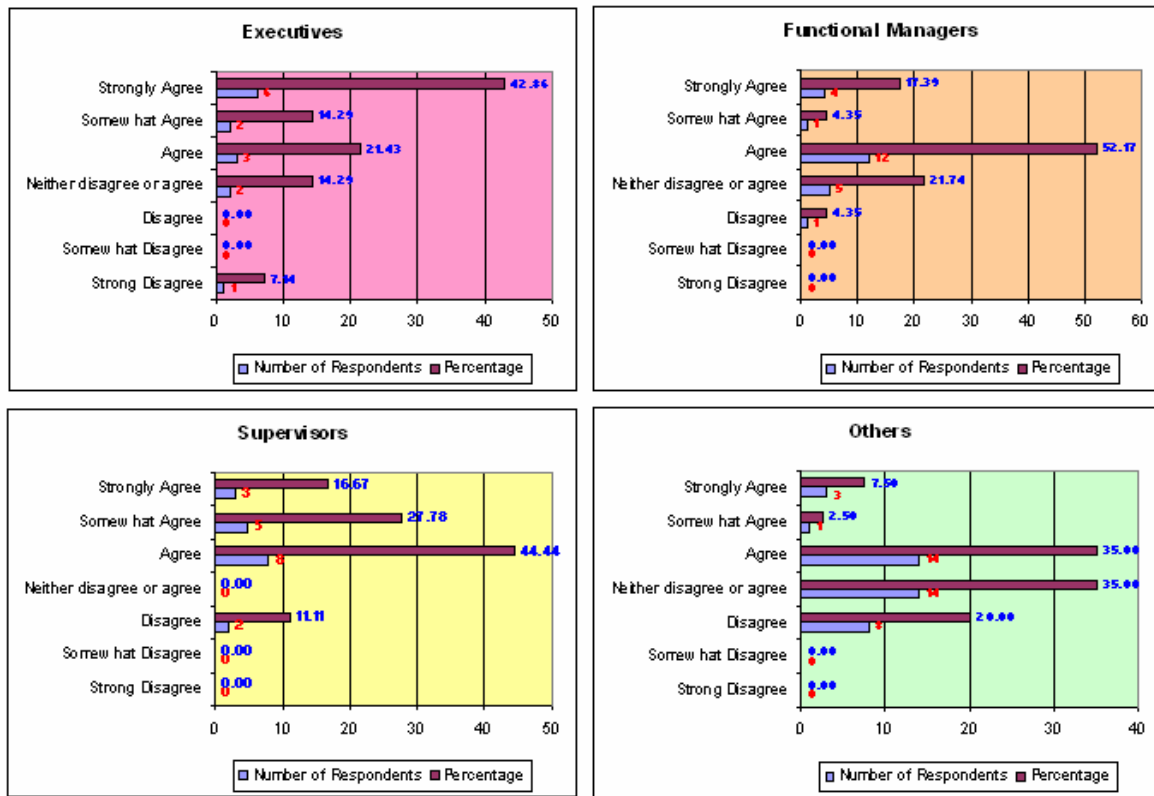
Graph 75: Schematic Representation of SMP Question 5
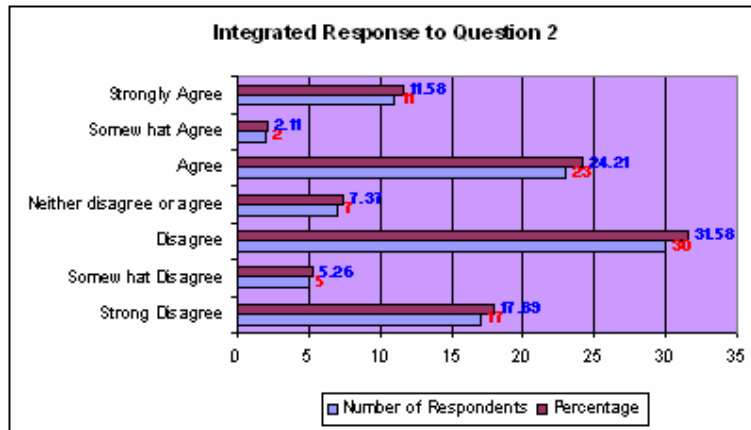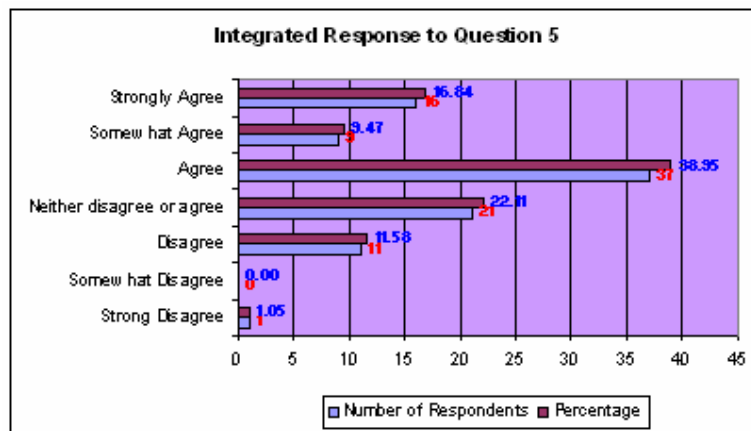

Graph 76: Integrated Response to SMP Question 5

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 21.43% (3) Agree, 14.29% (2) Somewhat Agree making up a majority view of 78.58% of the executives who feel that performance is rooted in the strategic business plan • 14.29% (2) Non Committal • 7.14% (1) Strongly Disagree. When adding the non-committals this makes up a minority view of 21.43% who feel that the performance is not rooted in the strategic business plan
Functional Managers	• 17.39% (4) Strongly Agree, 52.17% (12) Agree 4.35% (1) Somewhat Agree making up the majority view of 73.91% who feel that the achievement of performance is based on the strategic business plan • 21.74% (5) Non Committal • 4.35% (1) Disagree including non-committals results in 26.09% who believe that the performance is not rooted in the strategic business plan
Supervisor	• 16.67% (3) Strongly Agree, 44.44% (8) Agree, 27.78% Somewhat Agree making up a strong majority view of 88.89% of the supervisors who feel that performance is linked to the strategic business plan • 11.11% (2) Disagree
Others	• 7.45% (3) Strongly Agree, 35% (14) Agree, 2.50% (1) Somewhat Agree making up a 45% view that performance is linked to the strategic business plan • 35% (14) Non Committal • 20% (8) Disagree adding the non-committals makes up a view of 55% who feel that performance and the strategic business plan is not aligned or linked
Integrated view	• 16.84% (16) Strongly Agree, 38.95% (37) Agree, 9.47% (9) Somewhat Agree making up a 65.26% majority who feel that achievement and performance is linked to the strategic business plan • 22.11% (21) Non committal • 1.05% (1) Strongly Disagree, 11.58% (11) Disagree including non-committals increases the view to 34.74% who feel that the performance is not rooted in the strategic business plan

Table 49: Findings on SMP Question 5

4.2.5.6 Question 6: "The plan is aligned after reporting"
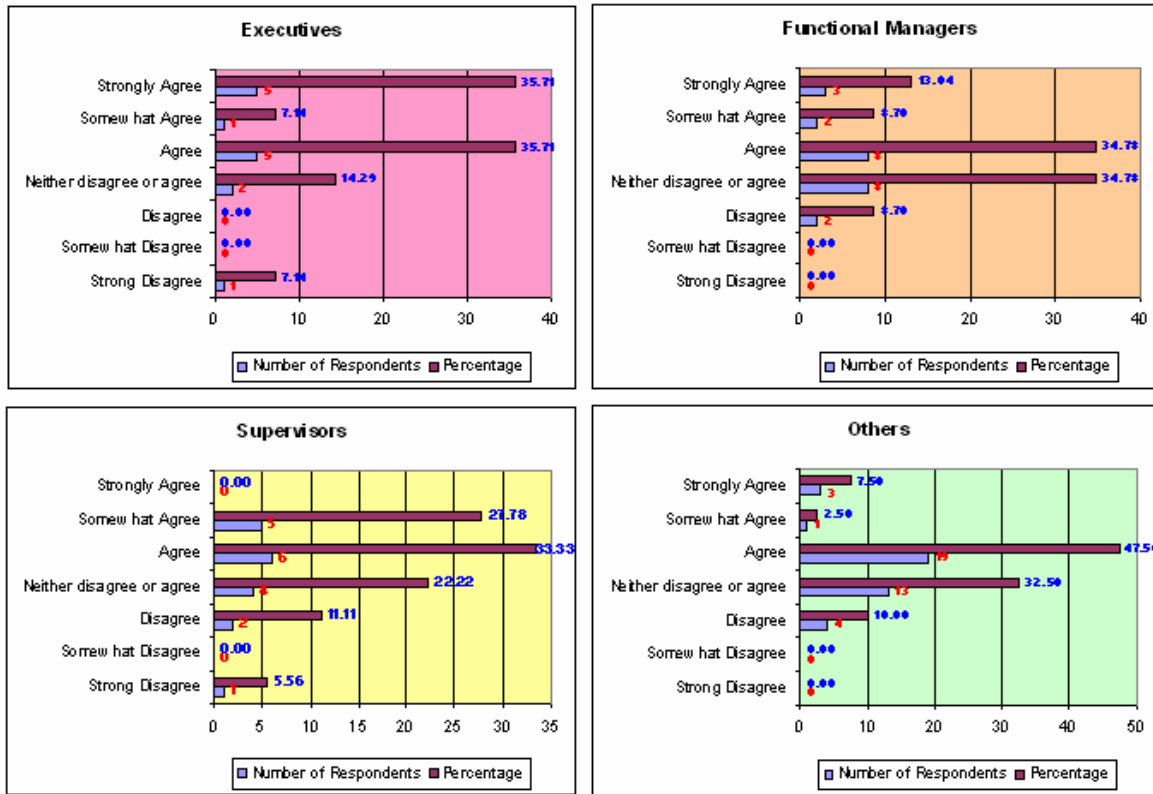
Graph 77: Schematic Representation of SMP Question 6
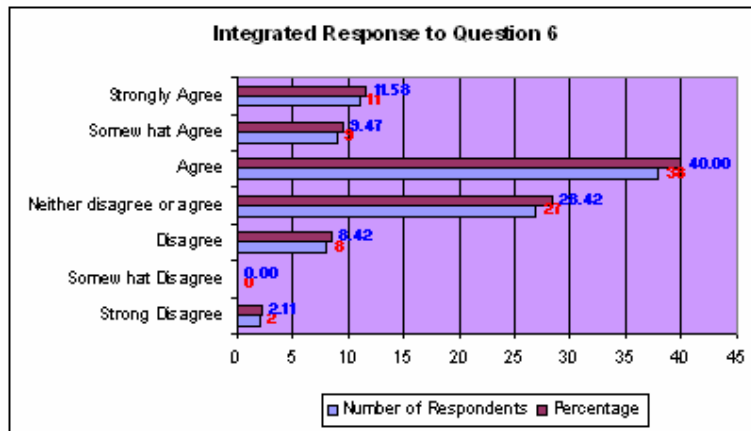
Graph 78: Integrated Response to SMP Question 6

Management Grouping	Findings
Executives	• 35.71% (5) Strongly Agree, 35.71% (5) Agree, 7.14% (1) Somewhat Agree making up a majority view of 78.56% of the executives who feel that the plan is aligned after reporting • 14.29% (2) Non Committal • 7.14(1) Strongly Disagree including non-committals increases the view to 21.44% who feel that the plan is not aligned after reporting
Functional Managers	• 13.04%(3) Strongly Agree, 34.78% (8) Agree, 8.70% (2) Somewhat Agree making up a 56.52% view that the plan is aligned after reporting • 34.78 % (8) Non Committal • 8.70% (2) Disagree including non-committals increases the view to 43.48% who feel that the plan is not aligned after reporting
Supervisor	• 33.33% (6) Agree, 27.78% (5) Somewhat Agree making up a 61.11% view that the plan is aligned after reporting • 22.22% (4) Non committal • 5.56% (1) Strongly Disagree, 11.11% (2) Disagree including non-committals increases the view to 38.89% who feel that the plan is not aligned after reporting
Others	• 7.50% (3) Strongly Disagree, 47.50% (19) Agree, 2.50% (1) Somewhat Agree making up a 57.5% view that the plan is aligned after reporting • 32.50% (13) Non Committal • 10% (4) Disagree including non-committals increases the view to 42.50% who feel that the plan is not aligned after reporting
Integrated view	• 11.58% (11) Strongly Agree, 40% (38) Agree 9.47% (9) Somewhat Agree making up a 61.05% view that the plan is aligned after reporting • 28,42% (27) Non Committal • 2.11% (2) Strongly Disagree, 8.42% (8) Disagree including non-committals increases the view to 38.95% who feel that the plan is not aligned after reporting

Table 50: Findings on SMP Question 6

4.2.5.7 Question 7: "The CEO made available his/her planning process for developing his/her own strategic intention"
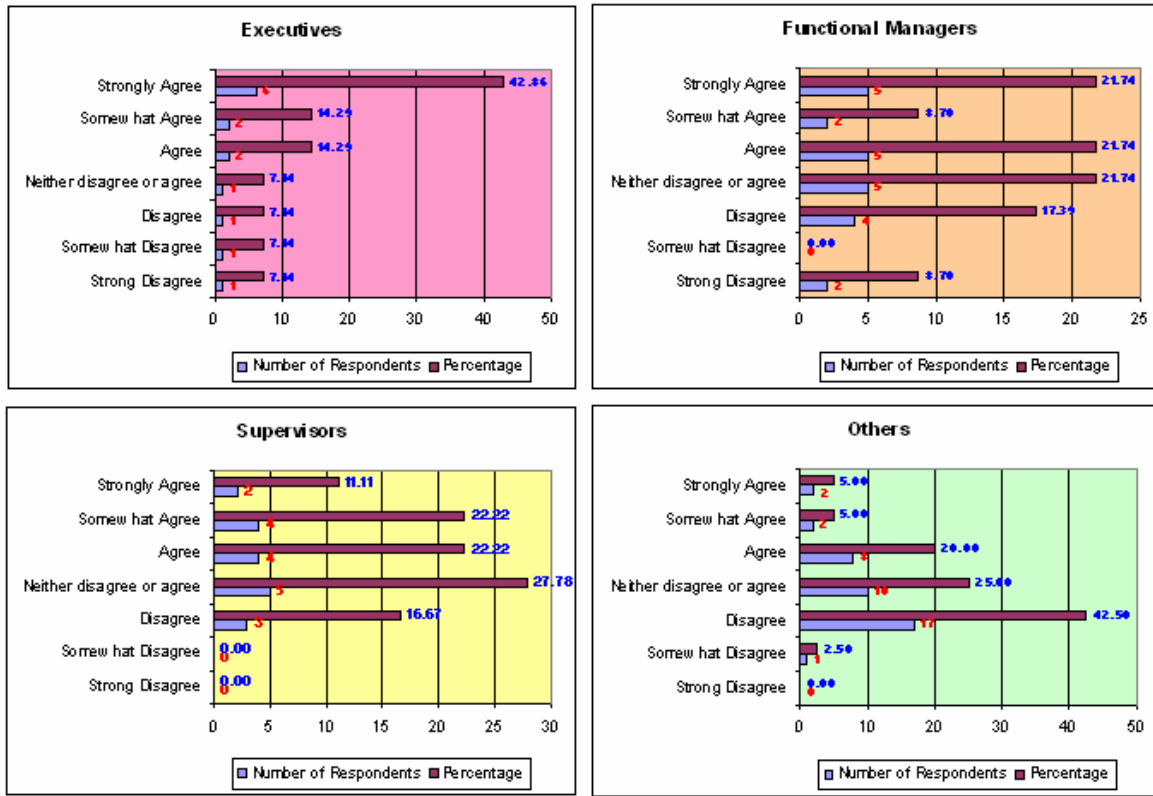
Graph 79: Schematic Representation of SMP Question 7
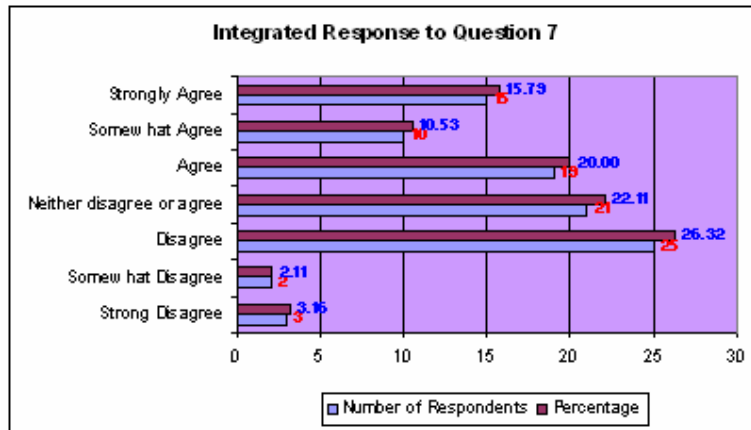
Graph 80: Integrated Response to SMP Question 7

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 14.29% (2) Agree, 14.29% Somewhat Agree making up a majority view of 71.44% who feel that the CEO has made his/her planning process available for developing the intention • 7.14% (1) Non Committal • 7.14% (1) Strongly Disagree, 7.14% (1) Disagree 7.14% (1) Somewhat Disagree making up a minority view of 21.42% who indicated the CEO has not made his/her planning process available showing how he/she developed his/her intention
Functional Managers	• 21.74% (5) Strongly Agree, 21.74% (5) Agree, 8.70% (2) Somewhat Agree making up a 52.18 % view that the CEO provides the planning process for development of the intention • 21.74% (5) Non committal • 8.70% (2) Strongly Disagree, 17.39% (4) Disagree making up a 26.59% view that the CEO has not provided his/her intention development process
Supervisor	• 11.11% (2) Strongly Agree, 22.22% (4) Agree, 22.22% Somewhat Agree making up a 55.55% view that the CEO has provided his/her planning process for developing his/her intention • 27.28% (5) Non Committal • 16.67% (3) Disagree including non-committals increases the view to 43.95% who believe that the CEO has not provided his/her intention development process
Others	• 5% (2) Strongly Agree, 20% (8) Agree, 5% (2) Somewhat Agree making up a 30%view that the CEO has provided the planning process • 25% (10) Non Committal • 42.5% (17) Disagree, 2.5% (1) Somewhat Disagree making up a 45% adding the non-committals results in a 70% majority view that the CEO has not provided his/her intention development planning process
Integrated view	• 15.79% (15) Strongly Agree, 20% (19) Agree 10.53% (10) Some what Agree making up a 46.32% view that the CEO provided his/her intention development planning process • 22.11% (21) Non Committal • 3.16% (3) Strongly Disagree, 26.32% (25) Disagree, 2.11% (2) Somewhat Disagree making up a 31.59% view that the CEO has not provided his/her planning process. This is reinforced when adding the non-committals giving a 53.7% non compliance view

Table 51: Findings on SMP Question 7

4.2.5.8 Question 8: "The CEO's strategic intention development process is part of the Company planning cycle document"
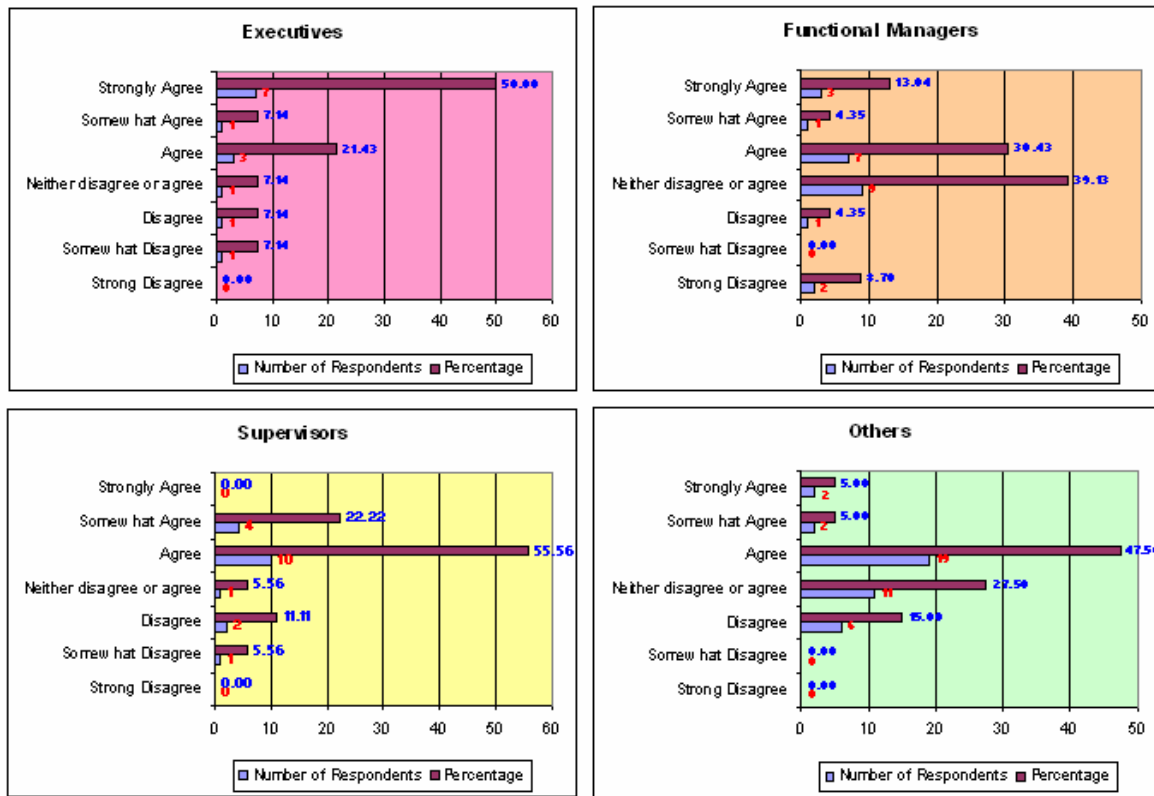
Graph 81: Schematic Representation of SMP Question 8

Graph 82: Integrated Response to SMP Question 8

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 21.43% (3) Agree, 7.14% (1) Somewhat Agree, making up a majority view of 78.57% of the executives who hold the view that the CEO's strategic intention development process is part of the company planning cycle document • 7.14% (1) Non Committal • 7.14% (1), Disagree and 7.14% (1) Somewhat Disagree
Functional Managers	• 13.04% (3) Strongly Agree, 30.43% (7) Agree, 4.35% (1) Somewhat Agree making up a 47.82% view that the CEO's intention development process is part of the company's strategic planning cycle documentation • 39.13% (9) Non Committal • 8.70% (2) Strongly Disagree, 4.35% (1) Disagree including non-committals increases the view to 52.18% of the functional managers who do not believe that the CEO's strategic intention development process is part of the company planning cycle document
Supervisor	• 55.56% (10) Agree, 22.22% (4) Somewhat Agree making up a majority view of 77.78% of the supervisors who feel that the CEO's planning process is part of the company planning cycle documentation • 5.56% (1) Non Committal • 11.11% (2) Disagree, 5.56% (1) Somewhat Disagree
Others	• 5% (2) Strongly Agree, 47.5% (19) Agree, 5% (2) Somewhat Agree making up a 57.5% of others who feel that the CEO's strategic intention development process is part of the company planning cycle • 27.54% (11) Non Committal • 15% (4) Disagree including non-committals increases the view to 42.54% who feel that the CEO's strategic intention development process is not part of the company planning cycle document
Integrated view	• 12.63% (12) Strongly Agree, 41.05% (39) Agree, 8.92% (8) Somewhat Agree making up a 62.1% view that the CEO's strategic intention development process is part of the company planning cycle • 23.16% (22) Non Committal • 2.11% (2) Strongly Disagree, 10.53% (10) Agree, 2.11% (2) Somewhat Disagree including non-committals increases the view to 37.91% of the sample who do not feel that the CEO's strategic intention development process is part of the company planning cycle document

Table 52: Findings on SMP Question 8

4.2.5.9 Question 9: "Consultants assisted the CEO in developing his/her strategic intention"
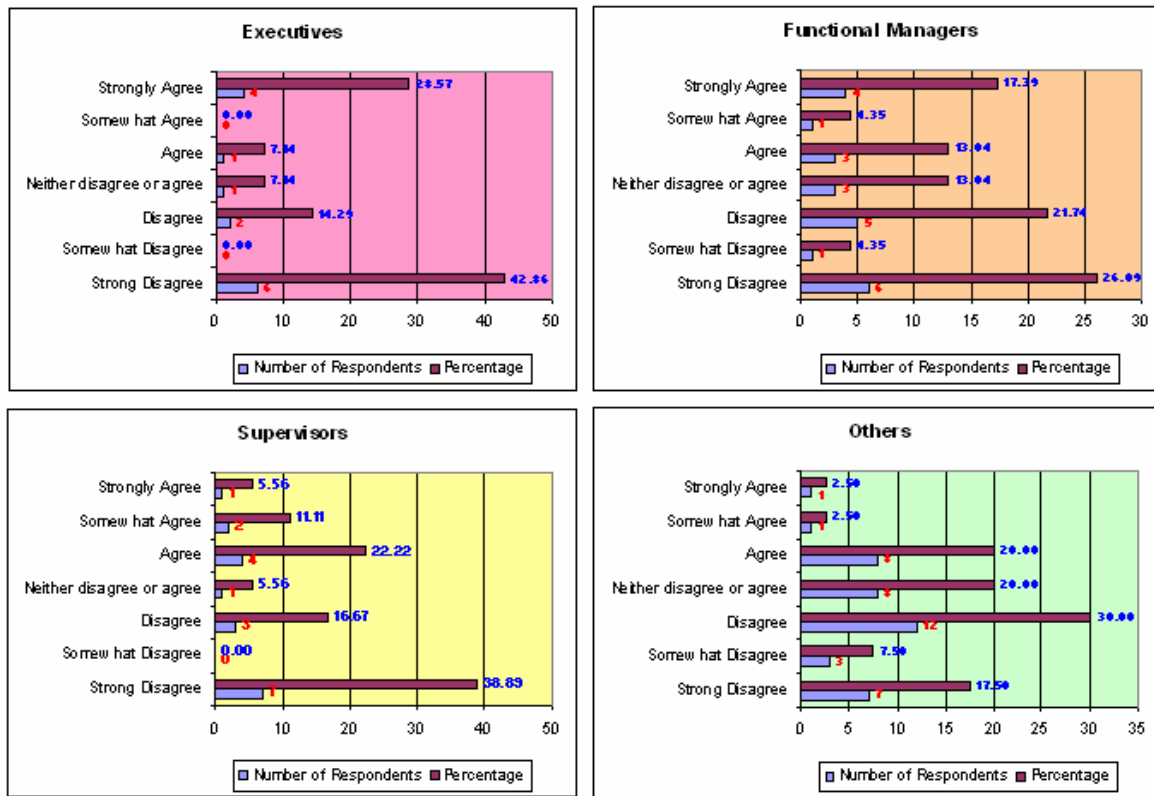
Graph 83: Schematic Representation of SMP Question 9
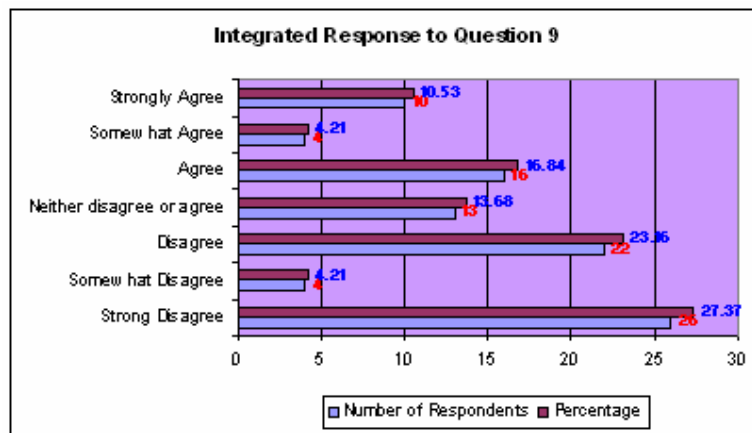
Graph 84: Integrated Response to SMP Question 9

Management Grouping	Findings
Executives	• 28.57% (4) Strongly Agree, 7.14% (1) Agree • 7.14 (1) Non Committal • 42.86% Strongly Disagree, 14.29% (2) Disagree making up a 57.15% view that the CEO does not need assistance from consultants for the development of his/her strategic intention
Functional Managers	• 17.39% (4) Strongly Agree, 13.04% (3) Agree 4.35% (1) Somewhat Agree making up a 34.77% view that consultants are used to assist the CEO • 13.04% (3) Non Committal • 26.09% (6) Strongly Disagree, 21.74% (5) Disagree, 4.35% (1) Somewhat Disagree making up 52.99% view that the CEO does not need consultants to assist. Adding to this non-committals gives 66.03% who do not agree that consultants are needed
Supervisor	• 5.56% (1) Strongly Agree, 22.22% (4) Agree, 11.11% (2) Somewhat Agree making up a 38.89% view that the CEO needs consultants' assistance • 5.56% (1) Non Committal • 38.89% (7) Strongly Disagree, 16.67% (3) Disagree making up a view of 55.56% view of the supervisors that the CEO does not need assist from consultants
Others	• 2.50% (1) Strongly Agree, 20% (8) Agree 2.50% (1) Somewhat Agree • 20% (8) Non Committal • 17.54% (7) Strongly Disagree, 30% (12) Disagree, 7.50% (3) Somewhat Disagree making up a 55.04% view that the CEO does not need the assistance of consultants
Integrated view	• 10.53% (10) Strongly Agree, 16.89% (16) Agree and 4.21% (4) Somewhat Agree making up a view of 31.58% of the sample who feel that the CEO needs the assistance of consultants • 13.68% Non Committal • 27.37% (26) Strongly Disagree, 23.96% (22) Disagree, 4.21% (4) Somewhat Disagree making up a view of 55.54% who feel that the CEO does not need consultants to assist in developing his/her strategic intention

Table 53: Findings on SMP Question 9

4.2.5.10 Question 10: "Management teams assist the CEO in developing his/her strategic intention"
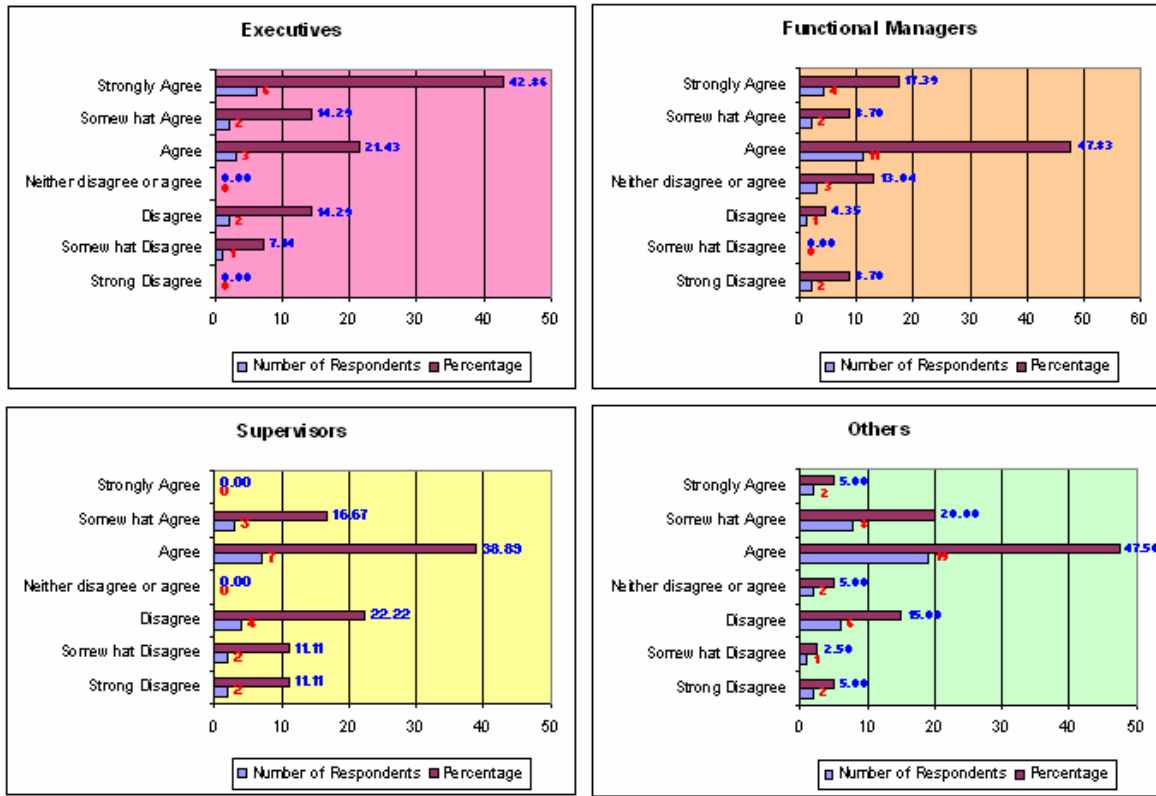
Graph 85: Schematic Representation of SMP Question 10
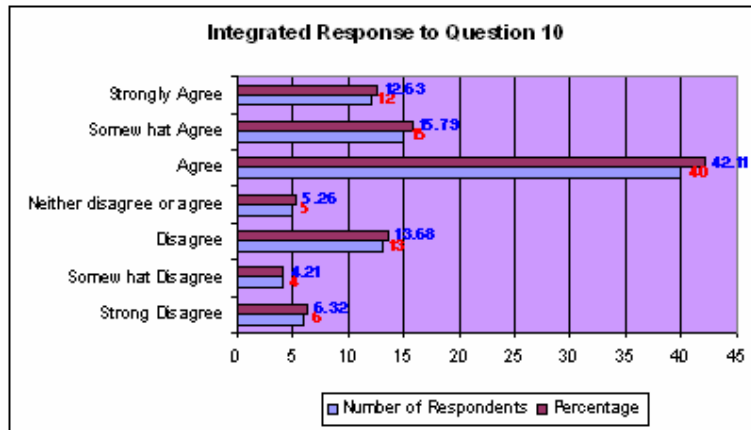
Graph 86: Integrated Response to SMP Question 10

Management Grouping	Findings
Executives	• 42.86% (6) Strongly Agree, 21.43% (3) Agree, 14.29% (2) Somewhat Agree. 78.58% of the executives in the sample agree that the management team assists the CEO in developing his/her strategic intention • 14.29% (2) Disagree, 7.14% (1) Somewhat Disagree. 21.43% of the executives in the sample disagree that the management team assists the CEO in developing his/her strategic intention
Functional Managers	• 17.39% (4) Strongly Agree, 47.83% (11) Agree, 8.70% (2) Somewhat Agree. 73.92% of the functional managers agree that the management team assists the CEO in developing his/her strategic intention. • 13.04% (3) Non Committal • 8.70% (2) Strongly Disagree, 4.35% (1) Disagree including the non-committals results in 26.09% of the functional managers who disagree that the management team assists the CEO in developing his/her strategic intention
Supervisor	• 38.89% (7) Agree, 16.67% (3) Somewhat Agree. 55.56% of the supervisors agree that the management team assists the CEO in developing his/her strategic intention • 11.11% (2) Strongly Disagree, 22.22% (4) Disagree, 11.11% (2) Somewhat Disagree. 44.44% of the supervisors disagree that the management team assists the CEO in developing his/her strategic intention
Others	• 5% (2) Strongly Agree, 47.50% (19) Agree, 20% (8) Somewhat Agree. 72.50% of the 'others' agree that the management team assists the CEO in developing his/her strategic intention • 5% (2) Non Committal • 5% (2) Strongly Disagree, 15% (6) Disagree, 2.50% (1) Somewhat Disagree including the non-committals results in 22.50% of the 'Others' who disagree that the management team assists the CEO in developing his/her strategic intention
Integrated view	• 12.63% (12) Strongly Agree, 42.11% (40) Agree, 15.79% (15) Somewhat Agree. 70.53% of the sample group agree that the management team assists the CEO in developing his/her strategic intention • 5.26% (5) Non Committal • 6.32% (6) Strongly Disagree, 13.68% (13) Disagree, 4.21% (4) Somewhat Disagree including the non-committal group results in an overall view of 29.47% of the sample group who disagree that the management team assists the CEO in developing his/ her strategic intention

Table 54: Findings on SMP Question 10

4.2.5.11 Question 11: "The Board of Directors formulated the CEO's strategic intention"
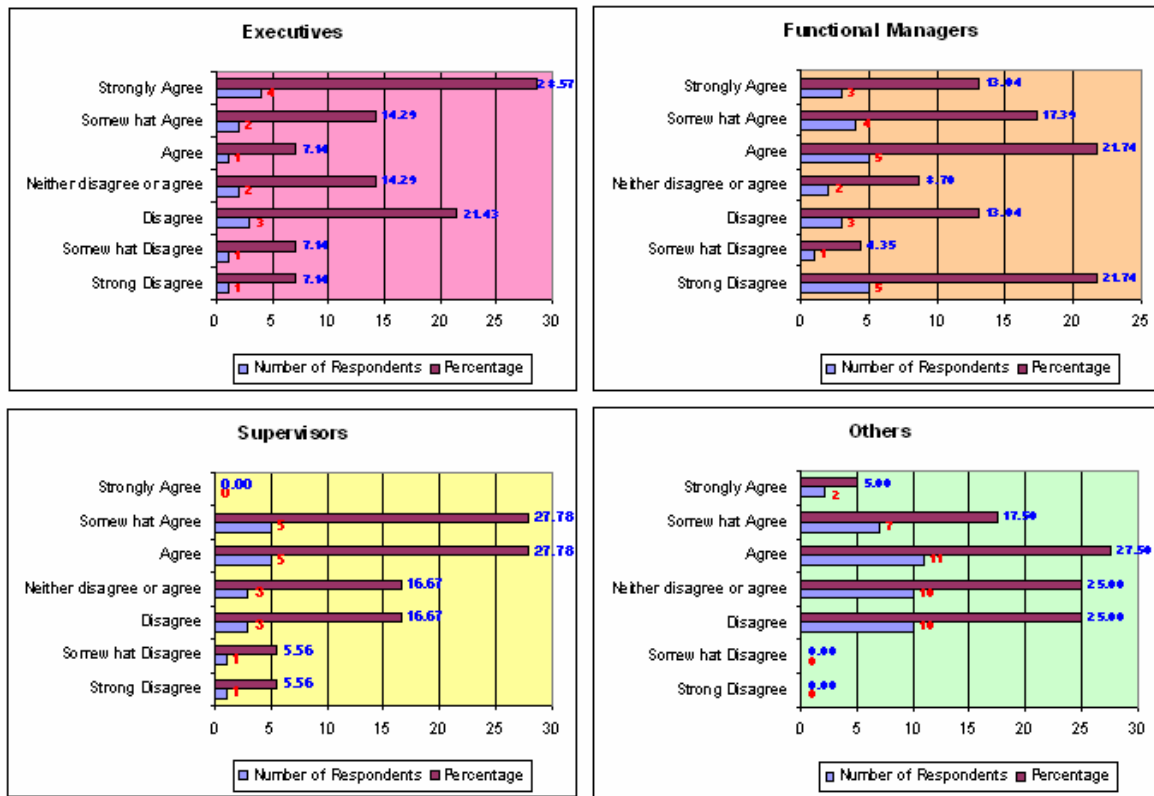
Graph 87: Schematic Representation of SMP Question 11
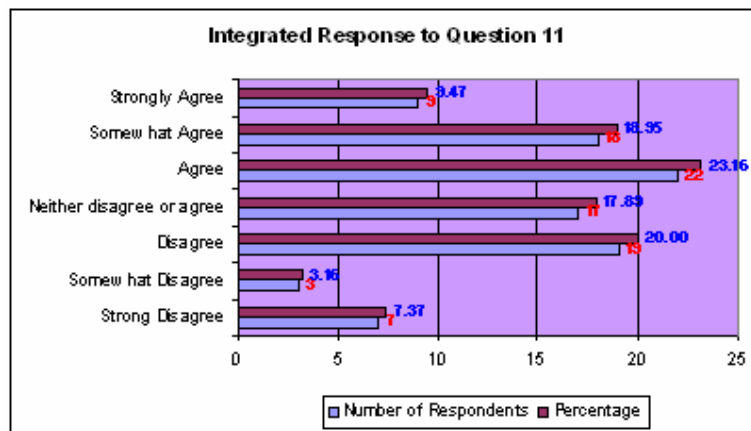
Graph 88: Integrated Response to SMP Question 11
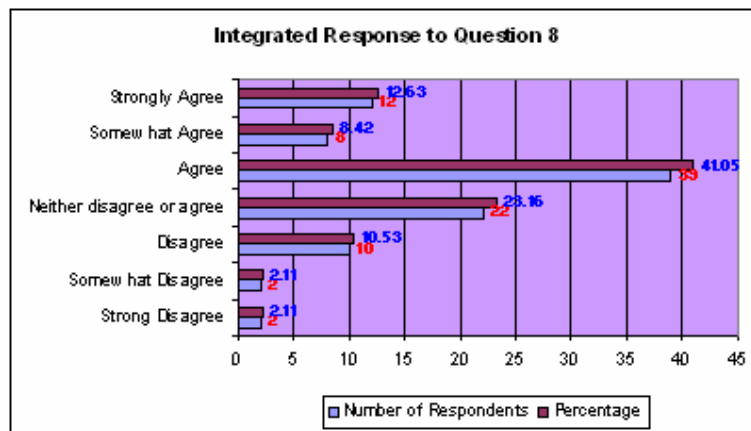
Management Grouping	Findings
Executives	• 28.57% (4) Strongly Agree, 7.14% (1) Agree, 14.29% (2) Somewhat Agree • 14.29% (2) Non Committal • 7.14% (1) Strongly Disagree, 21.43% (3) Disagree, 7.14% (1) Somewhat Disagree • 50% of the sample of executives agree that the board of directors formulated the CEO's strategic intention which means that 50% do not agree – a complete split view
Functional Managers	• 13.04% Strongly Agree, 21.74% (5) Agree, 17.39% (4) Somewhat Agree. 52.17% of the functional managers agree that the board of directors formulated the CEO's strategic intention • 8.70% (2) Non Committal • 21.74% (5) Strongly Disagree, 13.04% (3) Disagree, 4.35% (1) Somewhat Disagree including the non-committals gives 47.83% of the functional managers who disagree that the board of directors formulated the CEO's strategic intention
Supervisor	• 27.78% (5) Agree, 27.78% Somewhat Agree. 55.56% of the supervisors agree that the board of directors formulated the CEO's strategic intention • 16.67% (3) Non Committal • 5.56% (1) Strongly Disagree, 16.67% (3) Disagree, 5.56% (1) Somewhat Disagree including the non-committals 44.44% of the supervisors disagree that the board of directors formulated the CEO's strategic intention
Others	• 5% (2) Strongly Agree, 27.50% (11) Agree, 17.50% (7) Somewhat Agree • 25% (10) Non Committal • 25% (10) Disagree • 50% of the 'others' agree that the board of directors formulated the CEO's strategic intention which means that 50% do not agree that the board formulated the CEO's strategic intention
Integrated view	• 9.47% (9) Strongly Agree, 23.16% (22) Agree, 18.95% (18) Somewhat Agree. 51.58% agree that the board of directors formulated the CEO's strategic intention • 17.89% (17) Non Committal • 7.37% (7) Strongly Disagree, 20% (19) Disagree, 3.16% (3) Somewhat Disagree 48.12% disagree that the board of directors formulated the CEO's strategic intention

Table 55: Findings on SMP Question 11

4.2.5.12 Question 12: *"Consultants activate the Strategic Management Process"*
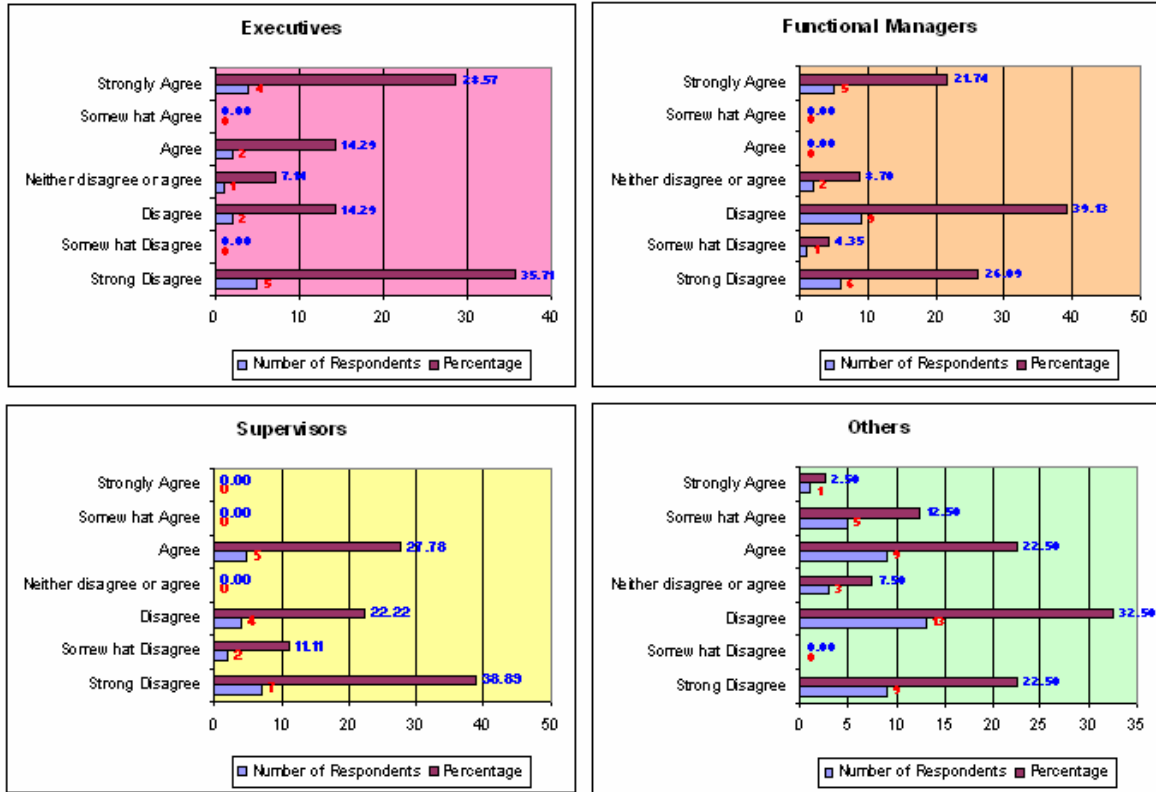
Graph 89: Schematic Representation of SMP Question 12
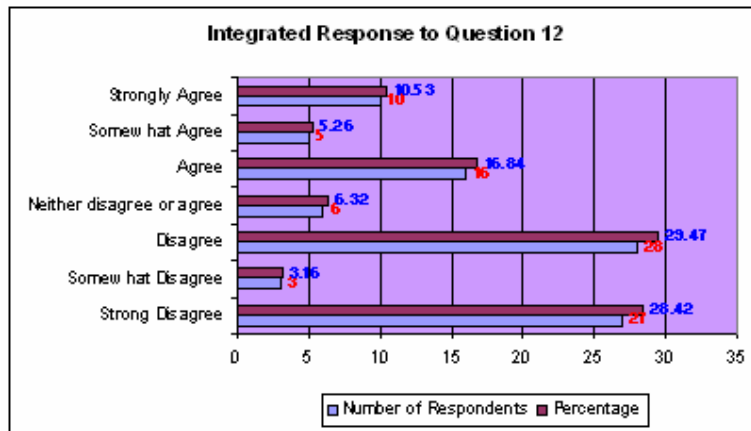
Graph 90: Integrated Response to Question 12

Management Grouping	Findings
Executives	• 28.57% (4) Strongly Agree, 14.29% (2) Agree. 42.86% of the executives in the sample agree that consultants activate the SMP • 7.14% (1) Non Committal • 35.71% (5) Strongly Disagree, 14.29% (2) Disagree including the non-committals 57.14% of the executives in the sample disagree that consultants activate the SMP
Functional Managers	• 21.74% (5) Strongly Agree that consultants activate the SMP • 8.70% (2) Non Committal • 26.09% (6) Strongly Disagree, 39.13% (9) Disagree, 4.35% (1) Somewhat Disagree. 78.27% of the functional managers from the sample disagree that consultants activate the SMP
Supervisor	• 27.78% (5) Agree that consultants activate the SMP • 38.89% (7) Strongly Disagree, 22.22% (4) Disagree, 11.11% (2) Somewhat Disagree. 72.22% of the supervisors from the sample group disagree that consultants activate the SMP
Others	• 2.5% (1) Strongly Agree, 22.50% (9) Agree, 12.50% (5) Somewhat Agree. 37.5% in the sample agree that consultants activate the SMP • 7.50% (3) Non Committal • 22.50% (9) Strongly Disagree, 32.50% (13) Disagree. 62.50% of the 'others' disagree that consultants activate the SMP
Integrated view	• 10.53% (10) Strongly Agree, 16.84% (16) Agree, 5.26% (5) Somewhat Agree. 32.63% of the entire sample studied hold the view that consultants activate the SMP • 6.32% (6) Non Committal • 28.42% (27) Strongly Disagree, 29.47% (28) Disagree, 3.16% (3) Somewhat Disagree. 67.37% of the entire sample studied do not agree with the statement that consultants activate the SMP

Table 56: Findings on SMP Question 12

4.2.5.13 Question 13: *"The CEO activates the Strategic Management Process"*
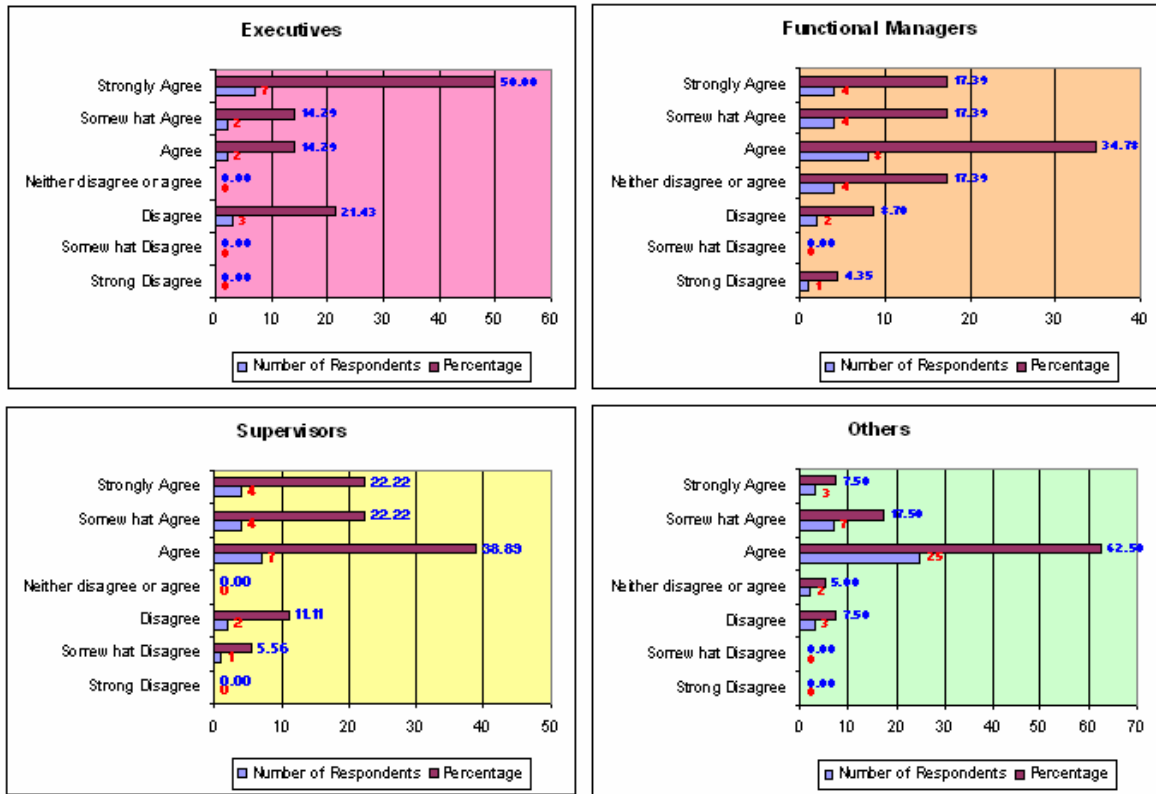
Graph 91: Schematic Representation of SMP Question 13
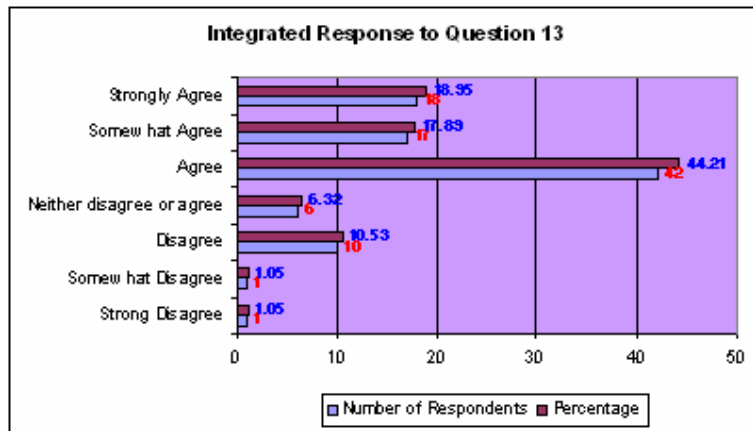
Graph 92: Integrated response to SMP Question 13

Management Grouping	Findings
Executives	• 50% (7) Strongly Agree, 14.29% (2) Agree, 14.29% (2) Somewhat Agree. 78.58% of the sample group of executives agree that the CEO activates the SMP • 21.43% (3) disagree that the CEO activates the SMP
Functional Managers	• 17.39% (4) Strongly Agree, 34.78% (8) Agree, 17.39% (4) Somewhat Agree. 69.56% of the functional managers agree that the CEO activates the SMP • 17.39% (4) Non Committal • 4.35% (1) Strongly Disagree, 8.70% (2) Disagree
Supervisor	• 22.22% (4) Strongly Agree, 38.89% (7) Agree, 22.22% (4) Somewhat Agree. A strong majority of 83.33% of the sample group of supervisors agree that the CEO activates the SMP • 11.11% (2) Disagree, 5.56% (1) Somewhat Disagree giving a total of 16.67% who disagree
Others	• 7.50% (3) Strongly Agree, 62.50% (25) Agree 17.50% (7) Somewhat Agree. 87.50% of the 'others' in the sample group agree that the CEO activates the SMP • 5% (2) neither agree nor disagree • 7.5% (3) disagree. Adding the non-committals gives 12.5% who do not agree that the CEO activates the SMP
Integrated view	• 18.95% (18) Strongly Agree, 44.21% (42) Agree, 17.89% (17) Somewhat Agree • 6.32% (6) Non Committal • 1.05% (1) Strongly Disagree, 10.53% (10) Disagree, 1.05% (1) Somewhat Disagree • 81.05% of the total sample agrees that the CEO activates the SMP and 18.95 disagree. This results in a negatively skewed graph.

Table 57: Findings on SMP Question 13

4.2.5.14 Question 14: "The Management team activates the Strategic Management Process"
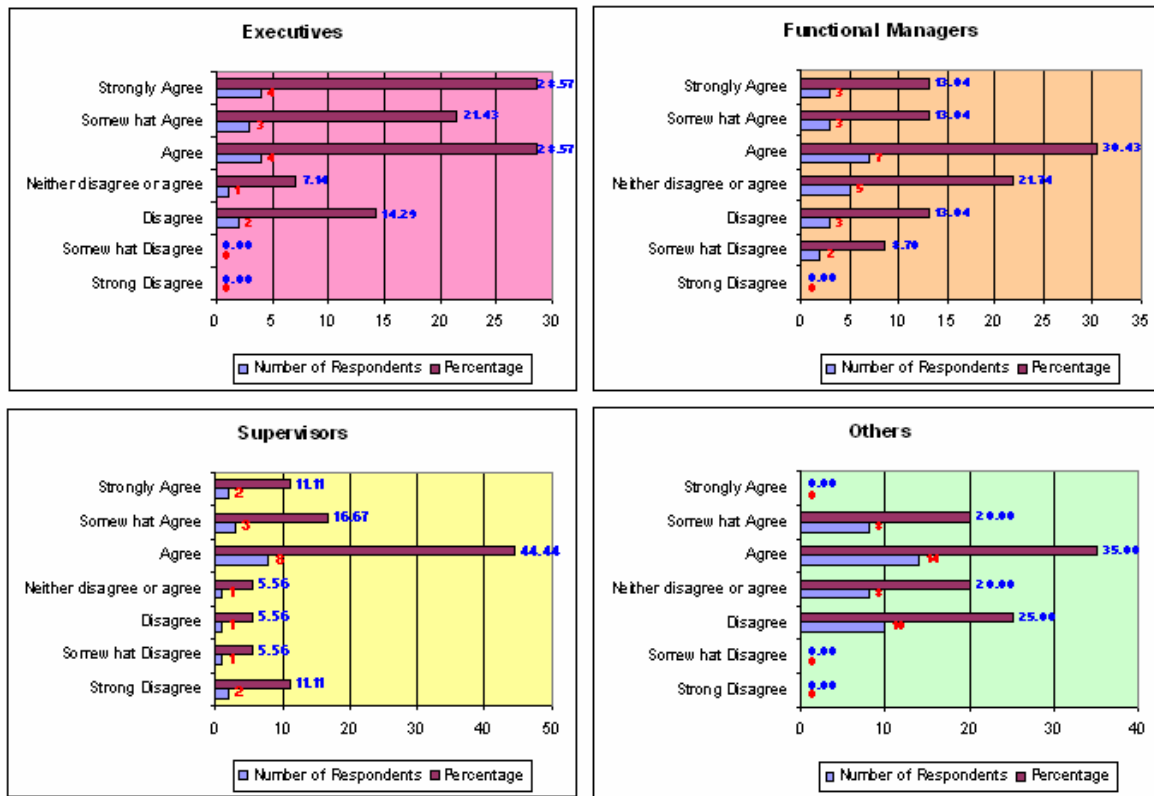
Graph 93: Schematic Representation of SMP Question 14
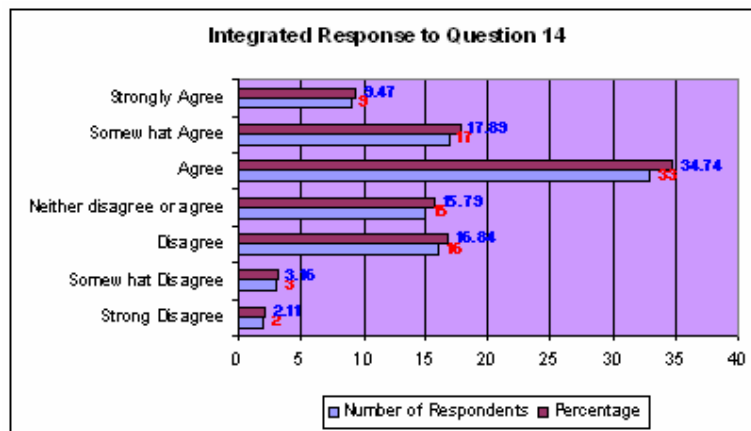
Graph 94: Integrated Response to SMP Question 14

Management Grouping	Findings
Executives	• 28.57% (4) Strongly Agree, 28.57% (4) Agree, 21.43% (3) Somewhat Agree. 78.57% of the executives from the sample agree that the management team activates the SMP • 7.14% (1) Non Committal • 14.29% (2) Disagree including the non-committals makes up 21.43% of the executives from the sample who disagree that the management team activates the SMP
Functional Managers	• 13.04% (3) Strongly Agree, 30.43% (7) Agree, 13.04% (3) Somewhat Agree • 21.74% (5) Non Committal • 13.04% (3) Disagree, 8.70% (2) Somewhat Disagree • 56.51% of the functional managers from the sample group agree that the management team activates the strategic management process and 43.49% disagree
Supervisor	• 11.11% (2) Strongly Agree, 44.44% (8) Agree and 16.67% (3) Somewhat Agree • 5.56% (1)Non Committal • 11.11% (2) Strongly Disagree, 5.56% (1) Disagree, 5.56% (1) Somewhat Disagree • 72.22% of the supervisors in the sample group agree that the management team activates the strategic management process and 27.78% disagree with this statement
Others	• 35% (14) Agree, 20% (8) Somewhat Agree • 20% (8) Non Committal • 25% (10) Disagree • 55% of the 'others' believe that the management team activates the strategic management process and 45% disagree with the statement made
Integrated view	• 9.47% (9) Strongly Agree, 34.74% (33) Agree, 17.89% (17) Somewhat Agree • 15.79% (15) Non Committal • 2.11% (2) Strongly Disagree, 16.84% (16) Disagree, 3.16% (3) Somewhat Disagree • 62.10% of the total sample group agree that the management team activates the strategic management process and 37.90% disagree

Table 58: Findings on SMP Question 14

4.2.5.15 *Question 15: "The organisation has written rules and procedures for Strategy formulation"*
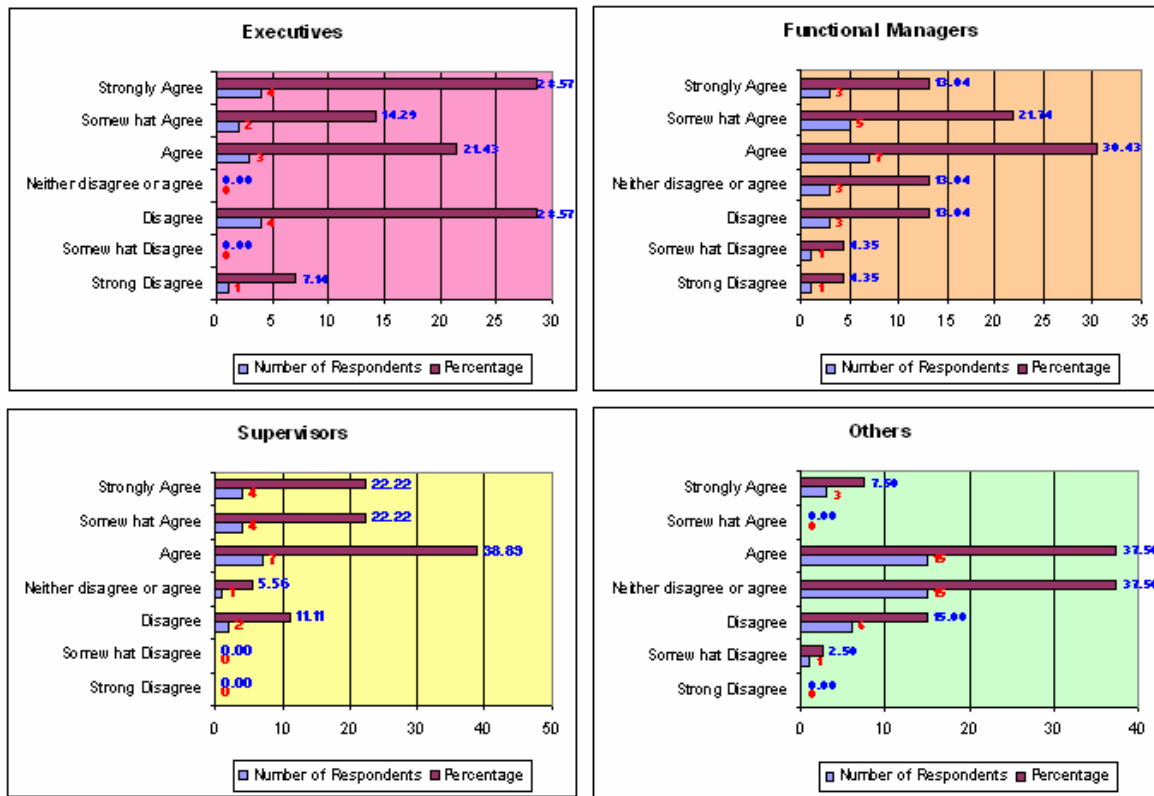
Graph 95: Schematic Representation of SMP Question 15
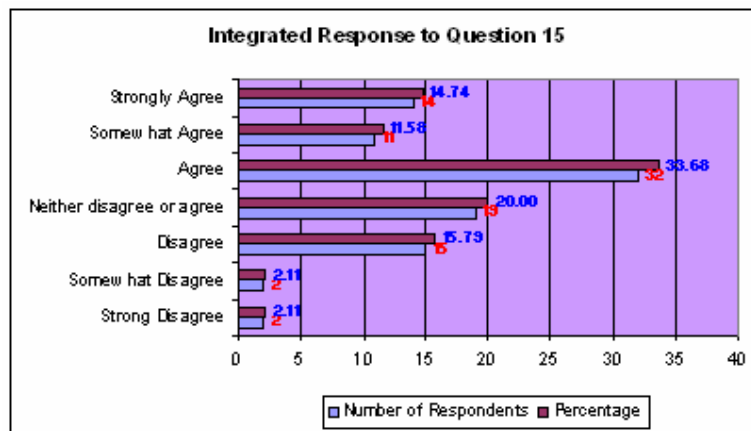
Graph 96: Integrated Response to SMP Question 15

Management Grouping	Findings
Executives	• 28.57% (4) Strongly Agree, 21.43% (3) Agree, 14.29% (2) Somewhat Agree • 7.14% (1) Strongly Disagree, 28.57% (4) Disagree • 64.29% of the executives in the sample agree that the organisation has written rules and procedures for strategy formulation and 35.71% disagree
Functional Managers	• 13.04% (3) Strongly Agree, 30.43% (7) Agree and 21.74% (5) Somewhat Agree • 13.04% (3) Non Committal • 4.35% Strongly Disagree and 4.35% (1) Somewhat Disagree • 65.21% of the functional managers in the sample group agree that the organisation has written rules and procedures for strategy formulation and 34.79% disagree
Supervisor	• 22.22% (4) Strongly Agree, 38.89% (7) Agree, 22.22% (4) Somewhat Agree • 5.56% (1) Non Committal • 11.11% (2) Disagree • 83.33% of the supervisors from the sample group agree that the organisation has written rules and procedures for strategy formulation and 16.67% disagree
Others	• 7.5% (3) Strongly Agree and 37.5% (15) Agree • 37.5% (15) Non Committal • 15% (6) Disagree and 2.5% (1) Somewhat Disagree • 45% of the 'others' from the sample group agree that the organisation has written rules and procedures for strategy formulation and 55% disagree
Integrated view	• 14.74% (14) Strongly Agree, 33.68% (32) Agree and 11.58% (11) Somewhat Agree • 20% (19) Non Committal • 2.11% (2) Strongly Disagree, 15.79% (15) Disagree and 2.11% (2) Somewhat Disagree • 60% of the total sample group agree that the organisation has written rules and procedures for strategy formulation and 40% Disagree

Table 59: Findings on SMP Question 15

5. CHAPTER 5: DISCUSSION AND CONCLUSIONS OF FINDINGS

5.1 DISCUSSIONS OF THE DEMOGRAPHIC FINDING

5.1.1 Participation of Companies in Survey - a South African Perspective

The support for business research is depressing to say the least. The survey population was taken from the Profile Stock Exchange Handbook dated June 2006 as well as from the Top 300 Companies' Catalogue 04/05. The number of companies identified amounted to 34. Communication commenced telephonically and electronically (via e-mail) with these companies. Access to the companies via e-mail resulted in 79% (27) deleting, without even opening the request to participate in the survey. Telephonic access at least gives one a chance to explain and is far more personal. This method had a 62% (21) success rate. 56% (19) of the companies seemed to be screened by the PA, a functional manager or receptionist. This resulted in a familiar answer of "He will call back later" or a confirmation that later turned into a cancellation. 35% (12) of the access screened by the PA of the CEO/ MD never made it to the intended person as they would later renege on hearing about the survey request. An instruction is possibly given to PA's to filter surveys on behalf of the CEO. 32% (11) of companies had wrong details in the current sources. It is unacceptable that contact details are not updated in newly printed documentation. A definite point of departure was that 68% (23) of the companies were not willing to assist with the survey.

A request was also made to interview the CEO's of the companies. Only 6% (2) companies indicated their willingness to participate in interviews. These were however both cancelled on confirmation. Concentration was therefore placed on the questionnaires. 62% and 65% of companies respectively were not available or not interested. This seemed extremely high and was very disappointing after hours spent

communicating. 44% (15) of contact was directly with the CEO where they would listen to the pitch. It was found that if the CEO has a post-grad qualification (the bonus was if he had a MBA/ MBL) he seemed very sympathetic and was willing to comply with the survey; those who don't, felt that they could not loose valuable work time and would not allow their resources time off to complete the surveys!

32% of companies were willing to participate. This translated into 11 companies out of the 34. The actual participation was 24% (8) companies as 3 withdrew from participation without reasons. The intended 100% survey would have delivered 15 questionnaires per company totalling 510, however only 95 were received back amounting to 18.62%.

5.1.2 Demography of Executives - a South African Perspective

It is surprising in today's business world that members manage to remain current if they only have a matric qualification, as do 21.43% of the sample Executives. A strong possibility exists that the non-degree/ diploma Executives are made up of the older generation, who rely on experience and age for their management styles.

The findings show that English and Afrikaans speakers dominate as Executives. This could either be because the Executives are chosen from these language groups, or these languages are becoming increasingly popular as home languages, leaving a gap in our traditional vernacular languages.

71.43% of the Executives have been with the company for less than 5 years, showing the trend of not staying with a company for too long, in order for one's CV to have a host of varied positions and companies – loyalty and commitment seems to be only to oneself! Findings show that 64.29% of Executives have been in the position for less than 5 years, showing a trend towards younger, more qualified members, who are often viewed with apprehension by the older generation who wait ready with the "told you so"

quirk! Females are still very much in the minority amongst the Executive grouping but there does seem to be a growing trend to appoint females in higher positions.

5.1.3   Demography Functional Managers - a South African Perspective

82.61% of the Functional Managers have either a diploma or matric as their highest qualification. There are many innovative and continually changing trends of which Functional Managers should be aware which majority might be oblivious to, as they have not studied further.

Either there seems to be a trend in South Africa today, to instil English or Afrikaans as a home language, showing a decline in popularity of traditional languages or, companies are still appointing English and Afrikaans home language speakers in managerial positions as these are the preferred business languages in our country.

Just over half the Functional Managers have been with the company for longer than 5 years, showing that they have proved themselves and worked up into a managerial position. 60.87% of the Functional Managers have been in a managerial position for less than 5 years. This shows that either one works an entire lifetime to be rewarded finally near the end of one's career with a managerial position, or that new young managers are being appointed, with minimal experience and minimal business knowledge! Findings show that while companies seem to be appointing females in Executive positions, possibly to be in line with equity compliance, the actual Functional Management remains a predominantly male dominated level.

5.1.4 Demography Supervisors - a South African Perspective

Post-graduates are not employed as supervisors, which could mean that they see themselves as too qualified for the job, or the companies view them as over-qualified. The fact that nearly 80% of the supervisors had some form of post-matric qualification

shows that one cannot just rely on experience, in order to be placed in this position. However, the word 'supervisor' tells us that this should be someone who has had a fair amount of experience in a position and who knows the business really well. Companies might be falling into a trap of being boggled by papers instead of appointing a solid worker who would spot loopholes and finesse the working situation. This fact is confirmed by the findings that 66.57% of Supervisors have been in the position for less than 5 years which leads us to the question of do they really know the company and the work well enough to train and supervise others?

There seems to be a growing trend to include people in a supervisory capacity, from various cultural groups as indicated by home languages. There is a growing trend of 66.67% to include females as supervisors. This however is often as far as they climb up the corporate ladder!

5.1.5 Demography Others - a South African Perspective

A huge sector of the sample don't see any value in studying, improving their qualifications or themselves and seem to drift from job to job, as can be seen from the findings that 80% of this group have less than 5 years service in their current company.

From the findings I can infer that either people who have a degree will not settle for just any job, in order to get into the job market, or that companies will not employ such people either because they feel they are over-qualified or they are not affordable in such positions. Surprisingly, the group of 'Others', were not made up of a more diverse sector of languages. This is a frightening situation as it shows that companies are still biased in their selection of the workforce, or more people are not speaking a vernacular as a Home Language, breaking away from traditions and cultural heritage.

While working for an older company has its advantages in as far as it has established its' niche in the market, as well as the policies and processes within the company, often, new ideas are shunned and creativity suppressed which results in young people developing a habit of 'job hopping'! The findings show that the basic workforce is made up of more females than males. It can be concluded that females are forced to work nowadays and are possibly more likely to be employed than their male counterparts.

5.1.6 Integrated Demography of the Sample - a South African Perspective

The findings show that 57.89% of the sample studied to improve themselves, their position and upgrade their qualifications. English dominates the business world and it is evident from the sample that people are reinforcing the language as a home language, minimising the use of tradition dialects in order to improve their own fluency and to educate and increase their children's' vocabulary. This also tends to be a fashion statement amongst certain culture groups.

The study shows that few people have any loyalty or commitment towards their place of employment. Only 9.47% of the sample group has been with the company for longer than 10 years, showing a trend towards a long and varied CV.

The attitude of workers today seems to be one of move – either the employee must move them up the ladder or they will move out to another company. 70.53% have only held their current position for less than 5 years, showing a trend to expect promotion or hold the company at ransom and leave! Although the sample was made up of 53.68% males versus 46.32% females, the comparison of females to males in the 'other' group reveals a female dominance, showing the trend today of employing females over males.

5.2 DISCUSSION OF FOCUS AREAS FROM A SOUTH AFRICAN PERSPECTIVE

5.2.1 Leadership

The CEO provides direction for the organisation as a whole by personally writing the statement or vision"

70.52% agree that the CEO personally provides direction in writing the strategic direction statement or vision while 24.65% disagree therefore:

This subscribes to the Chief Architect Approach (Thompson & Strickland, 2003) "highly centralised strategy works fine when the strategy commander–in chief has a powerful, insightful vision of where to head and how to get there and if he/she is driven" (Thompson & Strickland, 2003: 25). The downside is that this approach depends heavily on one person's entrepreneurial acumen and strategic judgement. This approach supports the military approach of the [1]Commander Appreciation which leads to a briefing and in turn activates the planning process. In order to gain credibility the CEO is to progress through a self understanding (his problem solving process) of the macro and micro environments thereafter placing his personal stamp of approval by writing the strategic statement or vision. Exclusion of the management team could add to the uncertainty of decision making, and increase the risk factor of performance and successful buying however this could be overcome by activating the collaboration strategy, team approach or the delegation approach. Keep in mind that Executives should formulate the strategic plan within the CEO's strategic direction or vision, whereas the Functional Managers and Supervisors have to put these plans into action ensuring that the CEO and Executives make the strategic plans clear and understandable. There is 24.65% of the sample who disagree that the CEO personally

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[1] "Commander Appreciation is the commander's pride, his personal stamp on the planning and execution of the campaigns... it is his product, the embodiment of this understanding of the relevant military situation, his intellect and his mastery of operational Art" (Malan, Col JD, 1996) Pretoria

writes the strategic statement or vision, therefore somebody else or some other grouping is doing this function on his/her behalf and will provide direction to the organisation by writing the strategic statement or vision. This could be linked to the use of internal members (Executives and Functional Managers) and external consultants. Decision making is a central aspect of planning and projecting the company into the future. It is critical for all managers and supervisors who are confronted at any level with decision making to be involved with the development of the strategic statement. This will give rise to the delegation model in the organisation as well as activating the discussion on centralisation and decentralising authority thereby ensuring that most members participate in decision making to the benefit of the organisation. This is evident within the facilitation construct. The CEO is to enhance this wisdom and to regularly retreat to a quiet place in order to reflect.

The management team is aligned with the CEO's strategic direction statement or vision.

75.80% agree that the Management team is aligned with the CEO's strategic direction statement or vision while 24.2% disagree therefore:

This sample supports the CEO's strategic direction having a definite established planning process and ensuring resources fit in to strategy development. The strategic direction or vision will be activated through a facilitation construct (Figure 10) where the decision making and continuum of the leadership model becomes a cornerstone for generating various courses of action and developing direction. The alignment is essential for execution in the future business plans. Promoting the delegation approach is not in support of the alignment with the CEO's Strategic Direction and vision and is advocated by 24.2% of the sample, where large portions of the strategy making is tasked to trusted executives, functional managers and supervisors. "Allocating strategic decision-making to others promotes collaboration in building a consensus strategy"

(Thompson & Strickland: 25). The downside is, delegating the strategy making to functional managers and supervisors. This often lacks sufficient top down direction and strategic leadership on the part of the CEO and Senior Executives. There is a great deal of talk at senior levels and there is an increasing indication that the team is not aligned with the CEO's direction. The "Others" are not always privy to management plans and actions which could result in their lack of realisation of who is responsible for strategic processes. This can be overcome by an aggressive communication programme to place everyone on the same hymn sheet, under the baton of one conductor and in one orchestra.

The CEO communicates directly with the members of the company.

76.80% agree that the CEO communicates directly with the members of the company while 22.11% disagree therefore:

Communication is an integral part of all management functions. In order to plan, organise, lead and control, managers need to communicate with their subordinates. "Decision making, delegation, motivation and controlling necessitates communication" (Bervis et al, 2000: 331). This could be attributed to the CEO's leadership. The leadership style of the CEO should include communicating directly, as can be ascribed to employee-orientated leader's behaviour. (The impact of the leadership style could be used to extend the field of this study). This personal communication should be verbal, visual and followed up with the written documents providing room for negotiation. This in turn could lead to the CEO communicating with groups, thereby developing groupings within the organisation. The CEO communicating directly with members in the organisation could however result in the breakdown of authority lines and could sideline the executives, functional manager and supervisors. This must be avoided at all costs, as conflicting tasking and instructions can exacerbate frustration, inconsistency and

develop an environment of tension. This could be addressed via a boundary management exercise. Delegation of authority lines and communication are to be driven along formal communication lines.

The CEO issues directives and orders through a chain of command.

72.64% agree that the CEO issues directives and orders through a chain of command while 27.36% disagree therefore:

This view has established that there are formal channels of tasking and "the manager is to understand the inter-group dynamics and in interrelatedness of environmental factors or variables" (Bervis et al, 2000: 383). The official line of authority and structure of tasking will increase stability, limit environmental uncertainty and complexity of the environment. This will promote negotiation, accountability and ownership of instructions as well as an environment conducive to facilitation. The tasking of the CEO leadership is affirmed within the executives, functional managers and superiors along the line of authority. The tasks that are processed via direct or informal lines by the CEO will definitely have an impact on the performance of the company as this is undermining the line authority of the executives and functional managers. The 'disagree' grouping can be attributed to passage tasking when the CEO accesses direct communication with members in the company. These tasks should not be accepted if not received via the official line of authority. Unfortunately this is often seized as an opportunity by the members to show the CEO their potential. Far more 'others' task outside the line authority possibly due to their limited access to the CEO. This is exploited to the utmost. This loophole is to be pointed out to the CEO as it could cause small groups forming, unofficial tasking lines, non-profitable allocation of resources, frustration and conflict as well as having direct relation to performance of the company.

The CEO has time for everybody.

73.69% agree that the CEO has time for the Executive, Functional Managers, Supervisors and Others while 26.31% disagree therefore:

This supports the notion that the CEO has structured the business by means of delegation mechanisms and portfolios which has created him/her freedom of action and emphasis on movement. He/she has chosen to focus inwardly making himself/herself available to talk to members within the organisation. The downside is that the macro environment (area of interest) will not be focused on and opportunities on the horizon cannot be exploited to advance the organisation. This could be attributed to the CEO's leadership. The leadership style of the CEO is one of direct access, which can be ascribed to employee-orientated leader's behaviour which promotes an open door policy. His/her internal credibility is thus strengthened as is the facilitation and SMP. The lower you get in the grouping the less time the CEO has for the members making his/her focus area within the executives and the functional managers. Keep in mind that the cold face of service delivery is within the supervisors and other grouping. To overcome this it is suggested that he/she focus on the external environment of the organisation thereby ensuring longevity of the organisation in order to enable him/her to compile the strategic direction and vision. The COO in conjunction with the CFO concentrates on the internal business within the approved Strategic Business Plan.

The CEO is building pride and passion within the staff and the management team.

75.79% agree that the CEO builds pride and passion within the staff and management team while 24.21% disagree therefore:

The CEO ignites our passion and inspires the best in us. Great leadership works through emotion. Understanding the powerful role of emotions in the workplace sets the

best leaders apart from the rest not just in tangible ways such as better business results and retention of talent, but also in the all important intangibles such as higher morale, motivation and commitment. In Primal Leadership, Goleman et al (2003) argues that a leader's moods and accompanying behaviour is a potent driver of business success. High level of emotional intelligence creates a climate in which information sharing, trust, healthy risk taking and learning flourish. The leader's mood is quite literally contagious, spreading quickly and inexorably throughout the organisation (Goleman et al, 2003). This could be attributed to the CEO's emotional maturity and should draw in the executives and functional managers who are to work with the CEO. The facilitation of the SMP will be successful as he/she has credibility and trust relationships will all the members in the organisation. The building of pride and passion does not seem to be shared amongst the "others" group in the organisation, as they don't come into contact with the CEO due to the line authority. This CEO is establishing an environment for success by creating a core team with creativity, thereby increasing quality, proactive behaviour and continuous improvement.

The CEO approaches his/her job with professionalism and dedication.

79.99% agree that the CEO approaches his/her job with professionalism and dedication while 20.01% disagree therefore:

"James MacGregor-Burn's made the distinction between power wielders who may treat people as things and leaders, who may not" (Kellerman, 2005: 41), can be seen as the foundation of professionalism and dedication. This is evident when the goals and values are clear, understood and accepted by everyone. The basic climate should be one of trust and support. Communication should be open and people will then be willing to share relevant information. People are allowed to participate in decision making, free of power based influences. This inspection reinforces the view that the CEO treats all

members the same. It is evident that within the "other" grouping it is perceived that the CEO is not professional. This could indicate alleged favouritism. There is also a group of non-committals which point towards a lack of professional behaviour.

Our firm has a poor future unless it can attract better managers.

40.3% agree that their firm has a poor future unless it can attract better managers and 59.7% disagree therefore:

57.15% of the executives don't have faith in the managers who supposedly support them. Affording the management team an opportunity to take part in facilitation and planning will therefore not benefit the company. The majority view of 69.56% who disagree with the statement has affirmed that their company has a good future with management in present service of the company hence the CEO has created and developed a learning environment and the leadership in the organisation has credibility. The split decision between a good future and a poor one, favours the continual use of the current management thus reconfirming that the management plays a large role in the facilitation of the SMP.

Given this CEO's track record, I see no reason to doubt his/her competence and preparation to facilitate the Strategic Management Process.

81.05% agree that there is no reason to doubt his/her competence and preparation to facilitate the SMP while 18.95% disagree therefore:

The performance of any organisation small or large is directly related to the quality of its leadership. The world has many examples, of how the success or downfall of a particular organisation can be attributed to a specific leader. South African examples include Dr Anton Rupert - Rembrandt, Raymond Ackerman - Pick 'n Pay. "The success

is not necessarily due to their managerial competencies but rather their ability as leaders" (Bervis et al, 2000: 284). This sample has a resounding confirmation that the South African CEO's competence and preparation to facilitate the SMP is acceptable and it can be seen as a direct link to them personally.

I would be very happy to spend the rest of my career with this organisation.

57.90% agree that they will be happy to spend the rest of their careers with the organisation and 42.1% disagree therefore:

According to Heifetz (1994) Adaptive Leadership Theory, leaders must use their authority to help followers deal with the conflicting values that emerge in a rapidly changing environment. Leaders must create an environment of trust, nurturance, and empathy; get people to pay attention to issues; manage and frame issues as well as facilitate the decision-making process. This can be linked directly to the CEO and the climate that he/she has created within the organisation. This is evident within the executive and functional management surroundings as they are involved and form part of the game plan. This is enhanced by commitment.

Role clarification is an important predictor of commitment of professionals and non-professional employees (Howell & Dorfman, 1986). Supportive leadership correlated positively with professionals but not significantly for non-professionals. Job insecurity has a negative effect on organisational commitment (Mathieu and Farr, 1991). Job satisfaction and support from the organisation has a positive influence on organisation commitment. The relationship between antecedents and commitment appear to be moderated by occupation. There is little evidence of a positive relationship between commitment and performance.

I really feel as if this organisation's problems are mine.

57.45% agree that they feel as if the organisation's problems are internalised while 42.55% disagree therefore:

The individual has an attachment or linkage to an organisation or social system (Mowday, Porter & Steers, 1982). It is precisely because social climate and culture affect management indirectly through people as consumers and as employees that its ultimate effect on the strategy of an organisation should not be underestimated. Citizenship is an extension of the view that everybody would like to work in a comfortable environment. Unfortunately we are in a demanding society that believes that they have the right to a living instead of having to build one. Individuals will therefore not internalise the company's problems as it would be seen as capitulation of the struggle. The South African view of this sample can be shown as a significant number of functional managers who have not internalised the organisation's problems leaving their contributions questionable. It is essential to have controlling mechanisms within the management system. This will result in objectives not being achieved. The approach seems to be to only do what one is paid for; even although one's contribution could be greater, and therefore beneficial to the organisation and to oneself! This will have an impact on the cohesion of the environment. There is evidently a migration from the view of a highly internalised positive one of the executives increasing in non-committals and distancing within the "Other" group. This leads to the inference that leadership is not acceptable or they are not committed.

Right now staying with my organisation is a matter of necessity as much as desire.
70.13% agree that there is a relationship between necessity and desire to stay while 29.87% disagree therefore:

Commitment is the cornerstone for staying with the organisation which will manifest in a relationship between necessity and desire. According to Meyer & Allen (1991) there are three types of commitments; Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organisation. Continuance commitment refers to an awareness of the costs associated with leaving the organisation. Normative commitment reflects a feeling of obligation towards continued employment. The sample has shown a high indication that there is correlation between the necessity to earn and an emotional attachment, involvement and sense of obligation to the task. 29.87% provide the view that there is no relationship between staying at the company with the desire for the task - it is purely out of necessity. The lower one is in the organisation the more one tends towards necessity and therefore desire seems to dwindle.

The CEO inspires the very best in me in the way of job performance.

72.63% agree that the CEO inspires the very best in the way of job performance while 27.37% disagree therefore:

The bridge that we need to build leads to people. We need to tap into their passions. We need to develop them and utilise very different leadership behaviour (Goleman et al, 2003). We need profound change and require clarity throughout the organisation on what has to be done - the emotional impact of what leaders do. Inspirational motivation – represents the energy, the initiative, the perseverance and the ability to envisage the future that so often differentiates the exceptional from the ordinary leader. This represents qualities of leadership that move followers to achieve extraordinary levels of accomplishment both in terms of performance as well as in their own development. These leaders excite followers about the possibility of a different future. They don't have to be "hard-selling" salesman to do so. Rather, they articulate and provide

meaning for a mutually attractive future state in a manner that grasps the attention and imagination of their followers. There are an infinite number of future states to choose from. The inspirational leader guides followers to the one that will maximize efforts, development and performance. "The Inspirational Processes of Leadership" (Bass. 1988) details these issues. The inspiration of the CEO's leadership is affirmed within the executives, functional managers and superiors. Those who are inspired by the CEO will definitely have an impact on the performance of the company. The high non-committals can be attributed to the belief that this will not be given back to the CEO. The tendency is evident that contact with the CEO plays a role in inspiring members. This decreased within the "others" levels as they have limited access to the CEO - the possible integration of the full range leadership model of Bass and Avolio 1992.

The CEO is also the Chairman of the Board.

68.42% agree that the CEO is also the chairman of the board while 31.58% disagree therefore:

The chief executives should be monitored by a more senior leader, who chairs the Board of Directors, governors, trustees or the like - the chairman stays supported by non-executive directors. The counter argument is the advantage of what the military call 'unity of command'. One cannot serve two popes. "The major responsibility of the CEO is leadership and strategic planning" (Stata, 1988: 3). When comparing the UK vs USA model of board leadership there is "no compelling argument in existence for splitting the Chairman's and CEO's jobs" (Lorsch & Zelleke, 2005: 74) but there is an acceptable distinguishing Chairman's role and that of the Managing Director's (Adair, 2002) together with his top team. The sample within the executives, functional managers and superiors, has confirmed that South Africa's small and medium companies prescribe to the USA view of a dual function. It is prevalent that the Chairman of the Board and the

CEO is the same person. This is most possibly due to the size of the companies. The tendency is evident that there is a significant group who feel that there is too much work for one person to do on his/ her own and who therefore favour splitting the strategic leadership role as good corporate governance demands.

Decisions in this organisation are forthcoming.

74.74% agree that decisions are forthcoming within the organisation and 25.26% disagree therefore:

Keep in mind goodness, because many of the decisions which one faces as a strategic leader has a moral dimension. If you lack wisdom, intelligence, experience and goodness your judgement will be fatally impaired. Not to know right from wrong as a leader is worse than not knowing port from starboard. "A ship with such a morally blind leader at the helm is bound to crash into rocks" (Adair, 2002: 111). If one person is in charge and that person has the necessary authority and power to act then in theory at least, decisions get made more promptly and change can be more easily implemented (Adair, 2002). The sample has shown high indication that decisions are forthcoming within the Executive and Functional Manager groupings within conditions of probability namely the decision making tools such as the payoff matrices and decision trees. 25.26% disagree that decisions are prevalent within the Superior and other groupings which causes conflict and risk. Provisional decisions need to be tested on those one can trust before going public. The downside is endless orbits of discussions and meetings with the prospect of never reaching conclusions and making decisions. This will result in reclaiming the status quo and before long it will be business as usual. The CEO is to listen, consider all advice and then take the decision. It could be wrong, it could be right - no matter take the chance and do something.

5.2.2 Facilitation

The Strategic Business plan is in place due to the facilitation role of the CEO.

70.53% of the sample agrees that the strategic plan is in place due to the facilitation role of the CEO while 29.47% disagrees therefore:

The executives form part of the management cadre. They might therefore think that the process and content facilitation role of the CEO is successful in the establishment and designs of the Strategic Business plan due to the way employees carry out their instructions. Those who disagree could be members who either do not get along with the present CEO of the company, or members who actually know who is responsible for the facilitation or who think that he/she plays an active role himself/herself in facilitating the development of the strategic plan. The non committal segment infers that a number of Functional Managers and Supervisors feel that the CEO is not the only one who plays a role in the facilitation also showing that they often are unaware of the process involved in the development of the company's strategic business plan. Only 50% of the 'others' agree, showing a marked decline either in the knowledge of who facilitates the development of the strategic business plan as they feel that it does not directly impact them, or they get their version from their superiors thereby promoting the power and influence that the leader group has in the development of perceptions. Some of them don't actually care who facilitates the development of the strategic management plan. Companies need to establish processes and content facilitation, internal training programmes and empowerment schedules in order to support all levels. The major responsibility of the CEO is "to articulate clearly and broadly the end state he/she is striving to reach and to intervene directly in a few key areas in the implementation process to bring about change in the management process or to increase the probability of success of key programs" (Stata, 1988: 7). The South African view concurs with the

international view of facilitation helping a group solve a substantive problem by essentially lending the group his/her process skills (Schuman, 2005).

The company makes use of consultants to facilitate the Strategic Management Process"
60% do not agree that consultants are used to facilitate the strategic management process and 40% do agree therefore:

Although majority of the Executives agree that the CEO plays an influential role in the facilitation of the business plan, more than half admit that consultants also play a role, showing that outside help is often sought. More than half the Functional Managers disagree that consultants are used to facilitate the SMP showing that they believe in their CEO's business acumen or that they are unaware that outsiders are used within the company. The overwhelming majority of Supervisors seem to believe it to be impossible for an outsider to be involved in the facilitation of the SMP within their company. This is often due to a lack of knowledge or being left outside of the loop. The majority view of the 'others' is that they disagree that a consultant is used to facilitate the SMP. This could be due to a lack of knowledge of who is actually involved in the facilitation of the SMP as it does not seem to filter down to their lives or they have just drawn a conclusion that it could not be a consultant. There is a slide from the Executives agreeing with the statement, half of the Functional Managers disagreeing to nearly 80% of the Supervisors disagreeing. This shows that the less someone has to do directly with management, the more one actually believes that they are the only ones who instil the SMP within the company.

The Company makes use of their internal management team members to facilitate the Strategic Management Process.

69.47% of the sample agrees that their internal management team members facilitate the SMP and 30.53% disagree therefore:

There is a strong majority view amongst the executives that the company makes use of their strategic management team members to facilitate the SMP. A negative Executive view could be due to opinion differences during a management meeting or a personal problem that may be experiencing within the company which is presently affecting negatively this particular member. He/she could be afforded the opportunity to further his/her career elsewhere as they could cause disruption throughout the environment. There is a widely held view amongst the Functional Managers, Supervisors and 'others' that the company makes use of their strategic management team members to facilitate the SMP. This is reinforced through team building exercises, work session seminars and functional workgroups thereby ensuring buy-in from all. This enhances the decision making, creativity, collaboration and enumerates core values within the organisation. The South African view tends to support the current international business trends that all people assist in the compilation of the strategy (Ahwireng-Obeng et al, 2005).

The consultants draft the Strategy for the Company.

66.32% of the sample does not agree with the statement made that the consultants draft the strategy for the company while 33.68% agree therefore:

A popular view exists among the Executives from the sample that the consultants draft the strategy for the company. The functional managers, supervisors and 'others' seem to believe that the company's own team is far more influential than outside consultants and therefore a mainstream view is against the statement that consultants draft the

strategy for the company. It is interesting to note that the people who would know whether or not consultants are used to draft the strategy for the company would be the Executives and the majority view in this grouping agreed with the statement that consultants draft the strategy. The lower down the level one goes however it is as if blind faith in the top structure exists so much so that the workers would never believe that an outsider was used to influence the company's strategy. The use of consultants has become acceptable and an integral part of the SMP process. The South African view supports international practices when considering consulting candidates and agrees that one needs to rate them according to asset of criteria before selecting a facilitator. It is not uncommon to use someone who has a reputation outside of the firm to conduct planning sessions, supported by research data that can serve as a benchmarking tool (Burstein, 1999). Thus the use of skilled resources is required to ensure the competitive edge, to activate change management, manage development programmes, introduce participative management programmes and establish a learning organisation.

The CEO constructs the strategy for the Company.

77.9% agrees that the CEO constructs the strategy for the company and 22.1% disagree therefore:

Whether or not the CEO and his/her team have met and had consultants to advise them is irrelevant when it comes to the Executives knowledge of who actually constructs the strategy for the company. The entire sample agrees that ultimately the CEO constructs the strategy for the company. This supports the view of the Chief Architect which is based on a highly centralised strategy which works fine when the strategy commander–in-chief has a powerful, insightful vision of where to head and how to get there. The primary weakness of the Chief Architect Approach is that the calibre of the strategy

depends heavily on one person's entrepreneurial acumen and strategic judgement. It also breaks down in enterprises with diverse businesses and product lines where there are so many particulars to the strategy that "one person cannot orchestrate the strategy making process alone" (Thompson & Strickland, 2003: 25).

The management team constructs the strategy for the Company.

75.52% of the sample agrees that the management team constructs the strategy for the company and 24.48% disagree therefore:

A widely held view exists throughout the Executives that the management team constructs the strategy for the company. There are Executives from the sample who did not agree with this statement which could be a result of personal issues which they are experiencing with management as a whole, or the fact that they still believe that the CEO exerts his/her weight and actually plays a greater role than the entire management in the construction of the strategy. This supports the Chief Architect view.

A popular view exists amongst the Functional Managers and Supervisors that the management team constructs the strategy for the company. Certain input is obviously required from the functional managers who firmly believe that they have a direct influence on the construction of the company's strategy. The findings show that the majority of the sample agrees that the management team constructs the strategy for the company. It is interesting to note that lower down, the less convinced the members are that the management team constructs the strategy for the company. It is still agreed that they do, but not to the same extent as the convinced executives. This shows that the executives might think that they are asking for opinions but in actual fact they still tend to use their own ideas and strategies thus marginalising participative management, the SMP cycle and the development of collaborated strategy.

The CEO formulates the Strategic Direction of the Company.

76.84% agree that the CEO formulates the strategic direction of the company and 23.16% disagree therefore:

The executives are in the position to be able to answer this question with a fair amount of certainty and credibility and it seems throughout the sample, the CEO formulates the strategic direction of the company. A mainstream view exists amongst the functional managers that the CEO formulates the strategic direction of the company. Either the majority of the supervisors know that the CEO formulates the strategic direction of the company, or they believe that this is the process that is followed in their particular company because they have respect and admiration for the CEO! There is a popular view lending towards agreeing that the CEO formulates the strategic direction of the company but this is not high, showing that they are not actually sure but are presuming. This shows that the majority of employees think that the CEO is responsible but the degree to which they are convinced decreases the lower they go down the ranks. The South African view once again promotes the Chief Architect approach which is contrary to the delegating and collaboration strategy (Burstein, 1999).

The CEO is informed what the strategy should be by the consultants.

61.05% of the group disagree that the CEO is informed of the strategy by consultants. This poses a question to the 38.95 % who do agree therefore:

While this is not an overwhelming majority, it does lean towards the fact that most of the Executives are of the opinion that consultants play a major role in informing the CEO of what the strategy should be – not necessarily formulating this but merely in an advisory capacity. The functional managers, supervisors and 'others' are obviously not entirely informed of the nitty-gritty behind the scenes of processes and therefore believe at face

value that the CEO is behind most decisions and that he/she designs most of the strategies. An aggressive communication strategy should be employed. Perhaps it is necessary to implement empowerment sessions on the planning cycle with reinforcement of the company values. Unfortunately business strategic leaders today are not short of advice - if someone is prepared to pay for it - on what strategy to adopt, the consultant will provide it (Adair, 2002). The South African business mercenaries are on the increase!

The Board facilitates the Strategic Management process.

57.89% of the total sample agrees that the board facilitates the SMP while 42.11% disagree therefore:

While this is not a popular view the widely held view amongst the Executives is that the board facilitates the SMP. The executives obviously either view the board as a group who are competent, capacitated and capable in analysis procedures and who are sensitive to others or that the CEO is functioning as the chairman of the board in a dual function. The professional image and outlook which the boards displays sends out the message to the employees that their board takes decisions and facilitates the SMP. Most people are not affected by who makes the decisions, who drives the plans and who facilitates the processes. Most of the "others" are purely concerned about coming to work, doing their jobs and being paid at the end of each month. The majority view in the companies is that the board facilitates the SMP. This questions the role of the CEO and the chairman within South African organisations that widely support the USA model (Lorsch & Zelleke, 2005).

The Board Develops Strategy for the Company.

55.79% of the sample agrees that the board develops strategy for the company while 44.21% disagree therefore:

There is a marginal opinion amongst the group of Executives, Functional Managers and Supervisors in the sample who agree that the board develops strategy for the company and the contrasted is evident within the view of 'others'. This could be of the opinions obtained via the company grapevine or reiteration of their supervisors' views as to who develops the strategy. This could also reflect on the fact that the CEO also officiates as the chairman and there are no clear boundaries between these portfolios as a result transparency of the systems will have to be communicated.

The CEO's facilitation has led to procedure and structure within the Company.

68.42% of the sample studied agrees that the CEO's facilitation has led to procedure and structure within the company while 31.58% disagree therefore:

The Executives should be knowledgeable about the inner processes of the company and hold the opinion that the CEO's facilitation is instrumental in functioning which in turn has led to procedure and structure within the company. Although there was a higher majority view of employees who agree that the CEO formulates the strategic direction in the company, there is a feeling that the CEO's facilitation has an influence on the procedure and structure within the company. There is also a view that he/she is not the only one responsible for procedure and structure.

The facilitation process was influenced by power and the influence of group members.

57.89% of the entire sample agrees that the facilitation process was influenced by power and the influence of group members while 42.11% disagree therefore:

The majority view of the executives, functional managers and supervisors leans towards believing that the facilitation process was influenced by group members of which they obviously believe they form a strong part. Within the 'other' grouping there is almost a 50/50 view. This shows that they are actually not sure who influences the facilitation process and they are not directly influenced by the 'whom' of decision making but merely worry about how this affects them and their jobs survival.

The CEO frequently changes his/her mind about things.

50.32% of the sample group studied disagree that the CEO frequently changes his/ her mind about things while 49.68% agree therefore:

The executives are in close contact with the CEO. They either seem to have a clash with their respective CEO's and therefore are slightly negative about him/her, or they have often seen him changing his/her mind and are therefore allowing experience to answer this question. This question is based not only on personal experiences but also on personal feelings and emotions. Loyalty and commitment to the man, who might have originally hired them, may for instance come into play. The lower down one goes in a company, one also does not come into contact that often with the CEO and as a result one might not experience him/ her as a person who changes his/ her mind easily. There are a number of supervisors and "others" who were non-committal on this point showing that actually either they do not really know if the CEO frequently changes his/her mind, or they are not willing to commit themselves either way.

The play could be on words here. Perhaps the majority view is that the CEO changes his/her mind but not frequently, and so this could have been the word that discouraged a number of participants from answering or from committing to an answer. Many employees are wary of the CEO finding out their view, no matter how often one tries to

convince them that the survey is anonymous. People seem to become tentative to give a viewpoint when emotions and personality come into play.

The major role of the CEO is leadership and strategic planning.

82.11% hold a strong majority view that the major role of the CEO is leadership and strategic planning and a minority view of 17.89% disagree therefore:

The majority view held by the Executives and the Functional Managers leans towards the feeling that the major role of the CEO is leadership and strategic planning as stipulated by Adair (2002) although only 73.96% of these managers believed that the CEO actually constructs the strategic plan. In other words a far greater majority believe that this is his job, and fewer employees believe that the CEO actually does this. 83.31% of these supervisors believed that the CEO actually constructs the strategic plan, even although 94.44% agree that this is one of his major roles. This leads us to an inference that a number of supervisors although they agree that this is a major function of the CEO, do not actually agree that their CEO is presently accomplishing this! This view lends itself to an open debate – either the employees feel this way because it is what their current CEO does, or, they feel this way because it is what they think their current CEO should be doing! They believe the CEO should provide direction for the whole organisation, get strategy and policy right, engage in executive relationships, organise or reorganise, choose today's leaders and develop tomorrow's.

The management consultant does the strategic thinking for the organisation.

30.52% of the entire sample who took part in the survey agrees that the management consultant does the strategic thinking for the organisation while 69.47% disagree therefore:

The Executives obviously like to hold the view that they also influence the strategic thinking for the organisation. Most employees do not like the thought that the strategic direction of their company comes from an outsider! It would seem that the functional managers have a firm belief in their Executives, the CEO and the Board and therefore battle to comprehend that someone else could be consulted to assist with the strategic thinking of the company. The 'others' remain non committal, showing either that they do not know, or they do not see the relevancy to their jobs. They actually do not care who does the strategic thinking – if it does not directly relate to their job, it is irrelevant to them. Strategic thinking should be distinguished from strategic planning. It is essentially one form of end to a means. Measuring the strategic thinking is whether or not it influences the way people think about what is possible, desirable and necessary. The consultant will not be able to migrate from the master builder to the architect as he has no stake within the organisation and can be referred to as a 'business mercenary'. Unfortunately South Africa is still a young and inexperienced democracy throwing money to silver bullets by calling on consultants. They often sell ideas which prove to be simplistic. They do not tell you how to adapt their strategies to your unique circumstances - nor can you claim your money back if their 'wishful thinking' doesn't work. "The management consultant will even offer to do your strategic thinking for you, for a substantial reward" (Adair, 2002: 169).

5.2.3 Strategic Management Process

The Board approves all products from the SMP (eg. Strategic Business Plans).

64.21% agree that all SMP products are approved by the Board while 35.79% disagree therefore:

Since lead responsibility for crafting and executing strategy falls on a key manager, the Chief Strategist of an organisation, "Board of Directors are to exercise oversight and see that the five tasks of strategic management are done in a manner that benefits shareholders" (Thompson & Strickland, 2003: 27). It is standard procedure for executives to brief board members on important strategic moves and submit the company's strategic plans to the board for official approval. The central role of the Board of Directors in the SMP is to critically appraise and ultimately approve strategic action plans as well as to evaluate the strategic leadership skills of the CEO and others in line to succeed the incumbent CEO (Thompson & Strickland, 2003). With reference to the sample within the question the "CEO is also the chairman of the board"; executives, functional managers and supervisors have confirmed that South Africa's small and medium companies prescribe to the USA's view of a dual function making the Chairman of the Board and the CEO one and the same person possibly due to the size of the companies. This supports the dual approach that a major part of this one person's tasks falls on CEO's functions. This could mean that the CEO is delegated to approve products of the SMP. The CEO is however, the Chairman of the Board who approves this anyway. This could become a governance issue denying the initiatives from the executives and functional managers. 21.74% of the approval of products will not be seen by the board as it is approved by someone else; possibility delegated and empowered members as the best case scenario, worst case could be ascribed by the non-committals who provide an insight that members don't know that the board must

approve the entire product, or even worse, they are self propelled and keeping things away for the board. The tendency is evident that there is a significant group who experience having the dual function as an opportunity for exploitation of the white space within the organisation.

The Board tasks the management team directly without the knowledge of the CEO.

37.9 % agree that the board tasks the management team without the knowledge of the CEO while 54.73% disagree therefore:

The Board of Directors rarely can or should play a direct, hands-on role in the formulation or implementation of strategy and the tasking of the management team. Most outside Directors lack industry-specific experience. Their company specific knowledge is limited (especially if they are relatively new Board members). Boards of Directors typically meet once a month and cannot be expected to have detailed command of all the strategic issues or know the ins and outs of all the strategies (Thompson & Strickland, 2003). Unfortunately this is often complicated by the dual approach i.e. the CEO's areas delegated to task the management team directly do not form part of the portfolio as Chairman. The fact therefore that the board tasks personnel provides the indication that the CEO is not driving the process or the business and is just another powerless manager in the environment. 35.71% are tasked with the knowledge of the CEO directly by the board and 64.29% without his/her knowledge. It has been established that the board tasks the management team, which erodes the CEO's position and performance.

The company strategy is promulgated throughout the company.

62.98% agree that the company strategy has been promulgated throughout the company and 37.02% disagree therefore:

Formal and informal communication channels are integral to the functioning of management and keystone of promulgation. They occur in the following forms; namely intrapersonal, interpersonal and organisational. The purpose of downward communication is to provide subordinates with information on organisational goals, strategies and policies. Upward communication is when the employees communicate with their superiors to supply upper level with information of happenings on lower levels of the organisation (Bervis et al, 2000). The sample shows that promulgation of the company strategy is supported by the Executive and Functional Manager groupings. What is not evident is how the communication is likely to be filtered, modified or halted at each level as managers decide what should be passed down to employees in support of the delegation process. This has a questionable probability of the correct message. The groupings who disagree that promulgation of the strategy is taking place are prevalent within the Supervisors and Others. This increases communication barriers, misinterpretation, non-performance, limited credibility of the management's ability and knowledge, creating conflict and amplifying risk. This could be exacerbated or the result of a filtering process of the massage at the different levels. There are some messages that have to be communicated and sold by the CEO personally and the strategy is one of these. The implementation of an open door policy and management by wandering around creates a climate of insight and forges a united understanding of the strategy for performance. Executives, Functional Managers, Supervisors and others should constantly strive towards becoming better communicators. Credibility is the cornerstone of communication and refers to the perceived characteristics of information sources; honesty, competence, enthusiasm and objectivity give credibility to a source - in this case the CEO, Executives and Functional Managers. When deciding to promulgate the strategy throughout the company, management is to communicate with employees and explain the reason why. This will only be credible if they perceive top management as

knowledgeable leaders. There is an added consequence when subordinates of one religion, ethic group or gender are supervised by superiors of a different religion, ethnic group or gender. This could be undertaken as a possible improvement to this study.

The company's business plans are derived from the formulated strategy.

 69.47% agree that the company business plans are derived from the formulated company strategy and 30.53% disagree therefore:

Strategy can be seen as the managerial game plan which is initiated by strategic thinking and strategy management as opposed to freewheeling, improvising, gut feel, hope and good luck. Business plans consist of an organisation's line of business, products and the link between the formulated strategy and the company's business plan. This has been confirmed by the sample of Executive and Functional Manager groupings probably as they are responsible for the successful performance and institutionalisation thereof and thereby building a stronger competitive position. Those who disagree are sure that the plans are not linked to the strategy which could make the company or the strategy formulation process irrelevant thereby activating a shoot from the hip cowboy stance! This is prevalent within the Superior and Other groupings possibly causing conflict and risk.

The achievement against performance is based on the Strategic Business Plan.

65.26% agree that achievement and performance are linked to the Strategic Business Plan while 34.74% disagree therefore:

The drawing up of plans and performance coincide with the relationship between achievement, performance and the strategic business plan. This bridges the gap between the formulation of objectives and the achievement thereof. Actual performance

of a company's strategy can be attributed to the performance test - a good strategy

boosts company performance based on industry attractiveness, strategic and resources

fit. Improvements are the most telling noteworthy in strategy calibre, gains in profitability

and gains in the company's competitive strength and market position (Bervis et al,

2000). The sample has shown that achievement is aligned with the Strategic Business

Plan and this is forthcoming within the Executive and Functional Manager groupings as

they will be held accountable for reporting on the strategy implementation. What is not

said is to what extent the information given filtered and amended to address the

executives' expectations. The group who disagree with the statement are prevalent

within the Superior and other groupings. They are witnesses to the reporting process on

the Strategic Business plan. This has posed the question of achievement and

performance that is obviously not aligned with the strategic business plan. If funding and

resources have been activated outside of the plan, it is supporting evidence for the

existence of white space within the organisation. This can be exploited with the creation

of flexibility, reallocation of resources and the development of a creativity performance

model with elements of continuous improvement, thereby promoting renewal. This

allows for movement forward away from the status quo of 'business as usual'. It also

allows for one to devise a programme of incentives for conducting, achieving and

upgrading of the SBP. Mechanisms have to be installed to monitor standards.

The plan is aligned after reporting.

61.05 % agree that the plan is aligned after reporting and 38.95% disagree therefore:

Most monitoring of activities is done by reporting in one form or another. In order to be

effective and to ensure that remedial action is taken with minimal of delay, reports must

be presented timeously and must be in an acceptable form. The sample has shown that

alignment after reporting is done with the strategic business plan and forthcoming within

the Executives. It is not eluded whether the corrections have been communicated via the line authority and have manifested in a gain for the organisation. Thos who disagree emphasise that the plan is not aligned after reporting was done. This is prevalent within the Functional Manager, Supervisor and Other groupings. This is probably as they have to update and reschedule the activities within the programme which means that there are activities funded and resources outside the plan. This could lead to the effectiveness of the SBP which could be overcome by the implementation of a governance section reporting directly to the CEO. Rectifications can therefore be monitored and confirmed. Unfortunately a very thin line exists between control and bureaucracy. This fact is what tends to keep implementation of corrections and the monitoring thereof within the line making. The information given through is the critical success factor and there is no way of telling how it gets filtered.

The CEO made available his/her planning process for developing his/her own strategic intention.

46.32% agree that the CEO provided his/her intention development planning process while 53.7% disagree therefore:

The military commander's appreciation includes the commander's translation of his/her military strategic goals into attainable objectives. He/she visualises the tactical formations of the subordinates, allocates resources, indicates his/her vision and prioritises activities to realise his/her intention. [2]Commander Intention is a concise expression of the aim (purpose) of the campaign, a description of the desired campaign end-state, as well as his/her vision of how he/she foresees the campaign to unfold while attaining the desired end-state. The sample has shown that the CEO has made his/her

[2] Laubscher (Col) CC, 2000. *The Campaign Planning Process at the Operational level Of War. SA Army College*. Pretoria: 1 Military Printing Unit

planning process for developing his/her own strategic intention available. This was true within the Executives; possibly being used as a mentoring programme, part of the succession programme of the organisation or empowering members. It is not however visible if there was any added value by providing this planning process. The grouping who disagreed was of the view that the CEO has not made available his/her planning process for developing his/her strategic intention. This was prevalent within the Functional Manager, Supervisor and Other groupings which could be due to the powerbase that this provides for the CEO, supporting his/her authority. It could also be thought that providing this process would be futile as many of the lower levels might not understand the process. This could be overcome by understanding the CEO's responsibility. In order to focus on the strategic environment from a bird's eye view, it is important to understand the primary responsibilities which could be listed as, interpreting the Board's guidance, markets (Globalisation and Local), business strategies (Internet Era), competitive strategies (In diversified companies), orchestration of business tactics, resource allocation, sustainment and commitment to business preservation by tailoring strategy to fit specific industries and companies. The CEO's planning process for developing his/her intention could be an improvement on this research paper.

The CEO's strategic intention development process is part of the company's planning cycle document.

62.1% agree that the CEO's strategic intention development process is part of the company's planning cycle while 37.9% disagree therefore:

The military is called upon to provide an understating of the intention. Purpose[3] of the Commander's intention is to focus subordinates on the desired end-state, by clearly positioning what is to be accomplished in order to achieve success, even when the plan and campaign concept no longer apply. The business environment can be assimilated to this, making the CEO's intention a vital part of the strategic management planning process of the company. It is important that the end result of campaign planning process satisfies the requirements of conditions in which it has to be implemented. This is the market and industry in which the business would need to obtain competitive advantage. The sample has shown that the CEO's strategic intention development process is part of the planning cycle forthcoming within the Executives and Functional Managers as it can be seen as the first step in the business planning cycle. We can therefore infer that that there is formal planning cycles within the companies - their functionality or effectiveness is however not visible. This can be further explored as an improvement to this research report. The group who disagreed feel that the CEO's intention process does not form part of the company's planning cycle. This opinion could be formed as there are no planning cycles within their companies or that the CEO has kept his process to himself. This view is prevalent within the Superiors and Others which is causing possible concern ito credibility of the CEO and executives, as well as their ability and knowledge to actually run the company.

Consultants assisted the CEO in developing his/her strategic intention.

31.58% agree that consultants assist the CEO in developing his/her strategic intention and 55.54 % disagree therefore:

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[3] Laubscher (Col) CC, 2000. *The Campaign Planning Process at the Operational level Of War. SA Army College*. Pretoria: 1 Military Printing Unit.

Management sometimes prefers to use independent consultants. Consultants provide organisations with the necessary expertise and resources if they lack these from within. External consultants can act on the same level as top management and are more objective, support organisations and they are relevant within the industry. Larger consultant firms are able to accommodate a highly specialised staff. The sample has shown that a minority view of the Executives exists as far as using consultants to assist the CEO in the development of his/her intention. What is not said is that the executives should know if there are consultants assisting the CEO with his/her intention. This knowledge is not expected by the functional managers, supervisors and others. The disagreeing group confirms that many people in an organisation do not believe that consultants assist the CEO in the developing his/her intention. This is prevalent within the Functional Managers, Superiors and Others who are of the opinion that the CEO and Executives are running the company and the thought of an outsider is not possible. They often see consultants as simplistic and impractical. "The increased complexity of markets, presently for most businesses a global one, has created another market for management consultants and business school gurus" (Adair, 2002: 169). They often do not tell a company how to adapt strategies to unique circumstances - nor can one claim one's money back if their 'wishful thinking' doesn't work. The management consultants will even offer to perform strategic thinking - if someone is prepared to pay for it. The use of someone outside the firm to conduct the planning process has to be researched, data collected on other firms that can serve as benchmarks and act as a departure point (Burstein, 1999). When considering consultant candidates, they need to be rated according to a set criteria before selecting a facilitator; sound interpersonal relations with the client, building dependence on resources, focusing on the problem, being non-judgemental and tolerant towards other consultants, upholding the confidence of clients, being clear about financial arrangements, appropriate influence within the organisation,

have the needed skills for the problem, clearly inform the client as to his/her role and contribution, express willingness to have his/her services evaluated and does the consultant belong to a professional association and or discipline. There is hope that consultants will become more professional with an appropriate code of ethics. This is not yet true - nevertheless the field is reaching towards that direction.

Management teams assist the CEO in developing his/her strategic intention.

70.53% agree that the management team assists the CEO in developing his/her strategic intention and 29.47% disagree therefore:

A winning strategy is vitally important for the wellbeing of the business and all people assisting in its compilation. It has already been argued that the key strategy decisions should be taken by the Chief Executive in the form of a strategic intention. Just how he decides to carry out his/her strategic intention formulation is a personal matter which will depend on his/her management style and approach. The sample has shown that the executives and functional managers believe that the management team assists the CEO in developing his/her strategic intention. We can infer that the CEO has an intention development process, what is not visible is its usefulness or its effectiveness and what the contribution by the management team. Participation is possible due to the fact that most of the executives and functional managers form part of the strategic planning process and assist with the development of the CEO's strategic intention. It is obvious therefore that they would support the understanding of the strategic direction and expedite the planning cycle. Although the CEO might use his management team to advise him, the strategic intention remains his/her product - the personification of his/her understanding of the situation. The group who disagree is predominantly within the Superior and Other groupings. Either they believe that the CEO develops his/her strategic intention unaided, or they are upset because they are not included in this team

and therefore believe that no-one else could be part of the team either. They might believe that this is a function of management, or because they do not know that the CEO's management style is participative and collaborative. They probably do not actually know who formulates and develops the strategic intention of the CEO which is causing possible concern ito credibility, ability and knowledge of the CEO. This can be overcome by an in-service training programme explaining to all the functioning of the strategic management planning cycle and the positioning of the strategic intention of the CEO. The strategic intention development process can be pursued as and improvement on this research study.

The Board of Directors formulated the CEO's strategic intention.

51.58% agree that the Board of Directors formulated the CEO's strategic intention and 48.42% disagree therefore:

An Executive Chairman or Chairman of the Board with full executive power which he/she may share by delegation with another officer (formally called a Managing Director or Chief Operation's Officer) (Adair, 2002) can cause confusion in the company. The sample has shown that the belief amongst the Supervisors and Others is that the Board of Directors formulates the CEO's strategic intention. Obviously not sure of this question whether or not they have complete faith in the CEO alone, or whether they think he/she is reliant on the board to assist him/her with his/her intentions for the company. Either they believe that the board develops the CEO's strategic intention unaided reducing the CEO to just another manager without executive powers, or because they know that their present CEO also functions as the Chairman of the Board. They probably do not actually know who formulates and develops the strategic intention of the CEO which could cause possible concern ito credibility of the CEO and executives to actually run the company. The disagreeing group's view is prevalent

within the Executives and Functional managers that the CEO formulates his/her own intention, thereby assuring the executive power of the CEO. We can infer that the CEO has a strategic intention development process. There response could have been clouded by the dual role of the CEO as Chairman of the Board, which resulted in a high level of non-committals throughout the sample. This strengthens the view of the British model where the CEO focuses purely on running the company without having to worry about leading the Board. It was once said, "There is a great danger of confusing people about the leadership of the company" (Lorsch & Zelleke, 2005: 72). There is another downside to chairmen who overstep their boundaries, not only do they encroach on the CEO's territory, but they also "decrease their independence from management" (Lorsch & Zelleke, 2005: 73). This can be overcome by utilising a boundary manager exercise explaining to the whole company the functions and responsibilities of the Board of Directors and the CEO and position the strategic management planning cycle and the strategic intention of the CEO. The involvement of the Board of Directors with the CEO's strategic intention development process can be pursued as an improvement to this research study.

Consultants activate the SMP.

67.37% agree that consultants activate the SMP and 32.63% disagree therefore:

External consultants act on the same level as top management and are more objective, support organisations that lack the necessary knowledge and experience, are relevant within the industry and larger consultant groups are able to accommodate highly specialised staff. "Strategic planning and implementation constitute a process not an event" (Stata, 1988: 10) - the golden rule identifies flexibility of mind, "so that one can adapt after the plan and still make progress as circumstances unfold" (Adair, 2002: 198). Very often the consultant has been called into the organisation not just to provide

needed assistance, but also as an instrument of strategy design. The sample has shown that according to the Executives and Functional Managers the consultants activate the SMP. We can infer that the company has a formal SMP for activation - if the consultants activate the SMP they would also have played a large role in the CEO's Strategic Intention development. It has been established that the consultants will therefore play a role in the facilitation of the SMP. The relevant contribution of the consultants, the CEO and the management team in the SMP has not however been established. It is understood that the consultant will only facilitate the SMP in accordance with the CEO's and Executive's guidance. All decision making is therefore done via the line authority whose objectivity and skills have been used. The group who disagrees is predominantly made up of Supervisors and Others. The Supervisors seem to have belief in their own management structure and in their CEO as the one who activates the SMP. Most of the 'others' don't really seem to know or care who activates the SMP. They are purely concerned with their own job and receiving remuneration for this. They believe that there is some other entity who will activate the SMP unaided by consultants and could by inference be the CEO, or the management team made up of Executives and Functional Managers. Some people believe that is what management is for and they really aren't interested in who activates these processes. This can be overcome by an in-service training programme explaining to all the positioning of Consultants, Executives and Functional Managers within the Strategic Management planning cycle.

The CEO activates the SMP.

81.05% agree that the CEO activates the SMP and 18.95% disagree therefore:

"The CEO must identify the areas critical to future success and then organise a response for achieving dramatic improvements" (Stata, 1988: 8). The SMP can be

defined as the process of reconciling the organisation's resources (internal environment) with threats and opportunities (external environment) (Bervis et al, 2000). The sample has shown that the Executives and Functional Managers receive their orders direct from the CEO and they know that he/she is in the helm with regard to the activation of the SMP. An inference can therefore be made that the CEO's intention will be used for the activation of the SMP and that there is a formal SMP within the organisation. The actual make up of the SMP is however not visible. Most of the Executives and Functional Managers are part of the strategic planning process and have participated in the planning cycle which the CEO has activated. A debate exists whether this intention is the CEO's own or has it been developed in part by the consultants or management team. When someone from the company thinks of strategic views they seem to think the term is synonymous with the CEO. The Supervisors and Others seem to disagree with this statement. They probably do not know who activates the SMP as they are more concerned with job security and receiving payment at the end of the month. Most people are only concerned with stability, job security, and only some are concerned with who is actually running the company. This can be overcome with an in-service training programme explaining to everyone the functioning of the Strategic Management planning cycle and the positioning of the Strategic Intention of the CEO who will activate it.

The Management team activates the SMP.

62.10% agree that the management team activates the SMP and 37.9% disagree therefore:

Strategic planning process allows us both individually and collectively to gain control of our destiny. We now have a culture where people believe that we can set aggressive goals and make it happen. This is highly decentralized when it comes to implementation

but highly centralized when it comes to strategy – "we use strategic planning and vision as the glue to hold the pieces together" (Stata, 1988: 9). The strategic planning process can be defined as the process of reconciling the organisation's resources (internal environment) with threats and opportunities (external environment) (Bervis et al, 2000). According to the Executives, Functional Managers and Supervisors the management team activates the SMP. We can infer that the CEO's management style is participative and collaborative. Management is in effect defining the choices made from the possible paths and actions and "stating the direction in which the company is going to move" (Bervis et al, 2000: 143), :focus on these markets and customers needs" (Thompson & Strickland, 2003: 19), "compete in this fashion, allocate resources and energies in these ways and rely on these particular approaches to do business" (Thompson & Strickland, 2003: 3)… therefore a strategy entails managerial choices from alternatives and signals, organisation commitment to specific markets and a competitive approach. What is not eluded to is the make-up of the SMP, and who is seen as part of the management team. The executives are part of the senior management team and they would like to feel as if they have played some role in the activation of the SMP. It seems however as if the Functional Managers are often left in the dark as to who is responsible for the activation of the SMP. The Supervisors however mostly believe that the management team activates the SMP. The others however mostly disagree. Either they believe that there are other elements such as Consultants (external) or CEO's (internal) who activate the SMP or they do not know for sure as 20% of this sample was non-committal. They possibly do not perturb themselves with this knowledge as it does not directly relate to their work. They are often not interested in who is involved with the process or who activates the process. This can be overcome with an in-service training programme explaining to everyone the functioning of the SMP.

60% agree that the organisation has written rules and procedures for strategy formulation while 40% disagree therefore:

"The task of crafting, implementing and executing company strategies lies at the heart and soul of managing a business enterprise" (Thompson & Strickland, 2003: 3). A company strategy game plan is what management uses to stake out a market position, conduct its operations, attract and please customers, compete successfully and achieve the organisation's objectives. The Executives and Functional Managers believe that the organisation has written rules and procedure for strategy formulation. An inference can be made that most organisations have a SMP, governed by a framework of procedures. The SMP will have facilitation guidance, the use of consultants and a detailed SMP mechanism. Its usefulness or its effectiveness however is not outlined in the rules and procedures. It is imperative that they are not just window dressing but are actually implemented within the company. Most of the Supervisors and Others fall into the disagreeing group. Either they believe that there are no rules or procedures for the strategic formulation or they have not seen any as they are not privy to that level of information. It could also be that this does not affect their job in any direct way. It could also be that they do not care about any procedures unrelated to their work. Only the workers who have anything to do with strategy formulation bother to find out whether there are rules or procedures governing the strategy formulation within a company.

5.3 INTEGRATED MAIN CONCLUSION FOCUSING ON INTERDEPENDENT RELATIONSHIPS

The CEO's emotional maturity leads to the creation of a business environment which awakens our excitement and inspires the best in us. This works through emotion, pride and passion. South African's are emotional people. Understanding the powerful role of

emotions in the workplace sets the best leaders apart from the rest. This enhances business results, retains talent and maintains higher morale, motivation and commitment of the management staff. A high level of emotional intelligence creates a climate in which information sharing, trust, healthy risk taking and learning flourishes by setting in motion potential drivers of business success, by creating a core team with creativity, increasing quality, proactive behaviour and continuous improvement, resulting in successful facilitation of the SMP as he/she has credibility based on a trust relationship with all the members in the organisation. The building of pride and passion however does not seem to be shared amongst junior staff members as they don't come into contact with the CEO due to access models such as chain of command and line authority.

Trading of time and space – by means of delegation the CEO has created freedom of action to shape the business environment by availing himself/herself to talk to members within the organisation thus focusing inwardly increasing internal credibility as a facilitator of the SMP within the executives and functional manager groupings. The implementation of an open door policy and managing by wandering around creates a climate of insight and forges a united understanding of the strategy for performance. This employee-orientated leader behaviour could result in missed macro-business opportunities. With the expediting of service delivery, the CEO focuses on the external environment of the organisation in so doing ensuring longevity of the organisation thereby enabling him/her to compile the strategic direction and vision providing that the COO in conjunction with the CFO concentrates on the internal business within the approved Strategic Business Plan by the board.

The bridge that the CEO is building leads to inspiring people's acceptance of profound change and requires clarity throughout the organisation on qualities of leadership that

move followers to achieve extraordinary levels of accomplishment both in terms of performance as well as in their own development. This is essential. This has an impact on the performance of the company thereby affirming that their company has a good future with the present management, and that the leadership in the organisation is credible. The CEO therefore promotes job security and job satisfaction both impacting on organisation commitment. The relationship between antecedent and commitment appears to be moderated by occupational grouping (categories) with little evidence of a positive relationship between commitment and performance.

The social climate and culture that is established by the CEO, consciously or subconsciously, will affect management and their contributions to the facilitation and formulation of the strategy. This should not be underestimated. Living in a demanding society emphasis is placed on one's contribution which could be beneficial to the organisation and to oneself or it could impact negatively on the cohesion of the environment. When leadership is not acceptable or management is not committed, decision making is lacking, manifesting in a relationship between necessity and desire which seems to dwindle in the lower ranks of the organisation. This leads to extensive controlling mechanisms within the Strategic Management Formulation process.

Decision making directs the Strategic Leader (CEO) towards a moral dilemma with endless orbits of discussions and meetings and the prospect of never reaching conclusions; decisions are perpetuated, the status quo reclaimed and before long it is business as usual. Decision making hinges on practical wisdom, intelligence, experience and judgement hence increasing probability of decision making with the implementation of pilot sites, simulation systems, 'what if' scenarios and decision support tools, prior to going public. A facilitation construct was therefore developed to position decision making in context with the development of various courses of action.

The Strategic Intention[4] and thinking for the organisation is developed via a personalised planning cycle of the CEO which manifests itself in the CEO's intention. This plays a vital role in the strategic management planning process of a company. In the formation of the CEO's intention he/she focuses on interpreting the Board's guidance into tangible objectives, markets, competitive strategies, orchestration of business tactics, resource allocation, sustainment and commitment to business preservation by tailoring strategy to fit specific industries and companies. Other role players could reside within the Board of Directors. The CEO's participation can support the understanding of the Strategic Direction and expedite the Planning Cycle resulting in a winning strategy for the well being of the business. Although the CEO uses consultants or the internal management team to advise him/her, the Strategic Intention is still his/her product, the personification of his/her understanding of the situation.

A mainstream view exists within Strategic Direction formulation that the key strategy decisions should be taken by the Chief Executive in the form of a strategic intention thereby building credibility and satisfying the requirement of conditions in which it will have to be implemented. Just how the CEO decides to carry out his/her intention formulation is a personal matter which will depend on his/her management style. His/her approach on how to develop this intention could possibly be utilised as a mentoring programme, part of the succession programme of the organisation or empowering of members. His/her own added value providing his/her planning process implementation however is not visible. This can be expedited via an aggressive communication programme.

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[4] Intention is a concise expression of the aim (Purpose) of the company desired End-state, as well as his vision of how he foresees the Strategic plan unfold (Malan, Col JD, 1996) Pretoria

Strategic thinking should be distinguished from strategic planning. This is essentially a means to the end. Measuring of the strategic thinking is whether or not it influences the way people think about what is possible, desirable and necessary. Many members battle to comprehend that an outsider could be consulted to assist with the strategic thinking of the company as the consultant migrates from master builder to the architect. He has no real stake within the organisation and can be referred to as a business mercenary. Unfortunately South Africa is still a young and inexperienced democracy throwing money to silver bullets called consultants. Management sometimes prefers to use independent consultants to supplement the lack of necessary knowledge and experience with highly specialised staff consultants who often sell ideas which prove simplistic and not very practical. When considering consultant candidates, rate them according to set criteria: do they possess sound interpersonal relations with the client, build dependencies on resources, focus on the problem, are they non-judgemental and tolerant towards other consultants, respect the confidences of clients, clear about financial arrangements, achieve influence appropriately in the organisation, indicate the skills he possesses relative to your problem, clearly inform the client as to his role and contribution, express willingness to have his services evaluated and does the consultant belong to a professional association and or discipline. Once these criteria have been met a facilitator can be selected.

The facilitation role of the Board, CEO, management teams and consultants is to drive the SMP as a departure point. The majority view is that that the CEO plays an influential role in the facilitation of the SMP, acknowledging that consultants and their internal strategic management teams also play a role, showing that outside help is required to facilitate the SMP. This is reinforced through team building exercises, work-session seminars and functional workgroups thereby ensuring buy-in from all members. This

enhances decision making, creativity, collaboration and enumerates core values within the organisation. The South African view tends to support the current international business trend that all people assist in the compilation of the strategy (Ahwiremg-Obeng et al, 2005).

The performance of any organisation, small or large, is directly related to the quality of its leadership. The success is not necessarily due to managerial competencies but rather to the leader's ability confirming that the South African CEO's competence and preparation to facilitate the SMP is acceptable. This can be seen as a direct link to the CEO personally, which is enhanced by mentoring programmes. The schematic representation of the dialectic relationships allows this to be seen in context. In order to support all levels this encompasses skill groups, internal training programmes and empowerment schedules. The major responsibility of the CEO is to articulate clearly and broadly the end-state that he/she is striving to reach and to intervene directly in a few key areas in the implementation process in order to bring about change in the management process or to increase the probability of the success of key programs. The South African view concurs with the international view of facilitation helping a group solve a substantive problem by essentially lending the group his/her process skills.

The Southern African CEO subscribes to the Chief Architect Approach…. powerful, insightful vision of where to head and how to get there …. This depends heavily on one person's entrepreneurial acumen and strategic judgement. In order to gain credibility the CEO is to progress through a self-understanding of the macro and micro-environments by regularly retreating to a quiet place in order to reflect, thereafter placing his personal stamp on the strategic statement or vision. Exclusion of the management team will add to the uncertainty of decision making and increase the risk factor of performance. This could be overcome by ensuring that delegations are driven along formal communication

lines, activating collaboration strategies and sessions, incorporating core teams, structuring of tasking lines, establishment of negotiation forums and institutionalising a governance section to ensure ownership of instructions.

The Chairman and CEO as a dual function manifests as the Executive Chairman or Chairman of the Board with full executive power. This can cause confusion in the company reducing the CEO to just another manager without executive powers, increasing the opportunity for the chairman to overstep the boundaries, not only do they encroach on the CEO's territory, but also decrease his/her independence. The Board of Directors exercise oversight of the CEO and should rarely have a direct, hands-on role in the formulation or implementation of strategy and the tasking of the management team. The board should not task personnel directly irrespective of whether or not they have consent as this can deliberately erode the CEO's position and performance. The central role of the Board of Directors in the SMP is to critically appraise and ultimately approve strategic action plans and "to evaluate the strategic leadership skills of the CEO and others in line to succeed the incumbent CEO" (Thompson & Strickland, 2003: 27), providing direction to the whole organisation, getting strategy and policy right, measuring and monitoring executive relationships, organising or reorganising the establishment, releasing the corporate spirit, relating the organisation to other organisations and society as a whole and choosing today's leaders while developing those of tomorrow. South Africa's small and medium companies prescribe to the USA's view of a dual function. It is prevalent that the Chairman of the Board and the CEO is the same person. The splitting of the strategic leadership role, as good corporate governance demands, will therefore be difficult due to size which can often be overcome with a boundary manager exercise explaining to the whole company the functions and responsibilities of the Board of Directors and CEO. In-service training

programmes explaining the functioning of the strategic management planning cycle to all and thereby positioning this and the strategic intention of the CEO, is also a valuable exercise performed within the company.

The task of crafting, implementing and executing company strategies are at the heart and soul of managing a business enterprise. "A company strategy game plan is what management uses to stakeout a market position, conduct its operations, attract and please customers, compete successfully and achieve the organisation's objectives" (Thompson & Strickland, 2003: 3). Strategic planning and implementation constitutes a process and not an event. This is initiated by the CEO's strategic direction (intention) ensuring resources fit into strategy development. One person cannot orchestrate the strategy making process alone. The use of internal management teams and consultants who participate as instruments of the strategy design or act in an advisory capacity to construct the strategies has become acceptable and an integral part of the SMP. This leads to the development of a collaborated strategy. The use of skilled resources is required to ensure the competitive edge, to activate change management, manage development programmes, introduce participative management programmes and establish a learning organisation. There are some messages that have to be communicated and sold by the CEO - the strategy is one of these. This places everyone on the same hymn sheet, under the baton of one conductor (CEO) and in one orchestra (resources).

Performance, procedures and the strategic business plan bridges the gap between formulating objectives and the achievement thereof. "Actual performance of a company's strategy can be attributed to the performance test and gains in the company's competitive strength and market position" (Bervis et al, 2000: 69). This resides in the formal governed environment where control mechanisms are very

prevalent bordering even on bureaucracy. Advocating the informal environment where

creative initiatives and risk taking dwells can be exploited with the creation of flexibility,

reallocation of resources and the development of a creative performance representation

having continuous improvement as an element thereby promoting renewal and moving

forward from the Status Quo of 'business as usual' or devising a programme of

incentives for conducting, achieving and upgrading of the SBP.

6. CHAPTER 6: CONTRIBUTION AND RECOMMENDATIONS

6.1 RESEARCH OUTCOME

6.1.1 Business Environment

In order to position the research, it is important to keep in mind that an investigation was carried out on how the CEO facilitates the SMP within small and medium sized companies, on the JSE with a turnover between 10 and 80 Mil.

- Access to companies was very difficult.

- The companies that participated opted for the questionnaire and not the interview.

- Most companies' CEO's definitely have no understanding or support for the value of conducting a survey. This was especially evident in the group who themselves have no tertiary education.

- In the majority of the samples, the CEO and the Chairman is the same person.

- Understanding the powerful role of emotions in the workplace sets the best leaders apart from the rest; increasing business results and morale, retention of talent, motivation and commitment of the management staff.

- Management commitment is higher if there is detailed strategy showing the direction therefore if the target is not visible members will be shooting their arrows in all directions.

- Decision making consists of endless orbits of discussions and meetings with no prospect of ever reaching conclusions, perpetuating indecisiveness, reclaiming the status quo and before long it will be business as usual.

- The CEO's development and selection criteria can be grouped into the following skill sets; communication skills, innovation skills and collaboration skills. This is to be studied within the cultural diversity of South Africa which is represented within the Dialect relationship (Figure 9).

- The relationship between antecedent and commitment appears to be moderated by occupational grouping (categories) with little evidence of a positive relationship between commitment and performance.

6.1.2 Intention Development Process

It has been ascertained that the CEO has an intention development process. What is not visible is the effect thereof, to what extent it has been formulised and to what extent it actually contributes to the SMP. The internal management team confirms that the CEO makes use of consultants and relies on resources. Keep in mind that it still remains his/her understanding of the situation. The intention is presently not tangible. It is made up of discussions that are generally not documented, questioning the validity of the alignment with the organisation's goals and aims. The researcher believes that currently there is lack of synergy between the CEO's intention and the business strategy formulation process and that currently the CEO's intention formulation has been outsourced to consultants for formulation. The strategic intention development process can be pursued as an improvement to this research study.

6.1.3 The Roles and Involvement in the SMP Facilitation

Ser No	Role	Contribution to Facilitation of the SMP
1	Chairman of the Board	• The Board has no facilitation role within the SMP. The Board of Directors are generally groups of extremely busy men who sit on a number of Boards and who are there for their specialities in specific areas. They are not concerned with the daily running of the company, unless the CEO has become a 'problem child' who adversely affects the bottom line. • The chairman should not facilitate the SMP. Unfortunately his/her role is a dual one of Executive Chairman and it is therefore perceived as if the Chairman facilitates the SMP. • The Board wants to be assured that the man sitting at the helm is the one they can place their full faith in, to do the required job and to attain the results. The only way they can measure this is from a financial perspective. • They do not directly have much contact with other personnel. The SMP is therefore, for most Boards, not their function. They will give guidelines and directions as to what the end-product should be, but the 'how' is not of their concern. • The researcher showed that just over half of the sample group believed that the Board facilitates the SMP. Not a convincing majority.
2	CEO	• The facilitation by the CEO is hampered by the fact that in most cases the CEO is also the Chairman of the Board resulting in the Board having to turn on its chairman at some stage. Governance as required by the King report is therefore not compliant. • The CEO's intention formulation process as the cornerstone of the SMP, results in better decision-making and efficiency in the organization's operation and management processes which are not visible. Without a formulated intention, the SMP's facilitation is actually a muddling through, without a target. • Focusing inwardly increases internal credibility as a facilitator of the SMP within the executives and functional manager groupings.
3	Internal Management	• The lower down one goes in the ranks; the stronger the view is held that internal management is responsible for the processes and the direction. Higher management seems to feel nowadays that a second opinion on matters is never a bad decision. A problem can however arise if management and specifically the CEO does not internalise the advice and processes engaged by consultants.
4	Consultants	• The widely held view in most companies favours the CEO as the person who formulates and who facilitates the SMP. Most personnel seem to look at management as the alpha and omega within a company and do not entertain a thought of an outsider being consulted on strategic matters. • They can get to the stage where they do not fully understand the intentions and can therefore not carry them out. This is when the SMP gathers dust and sits on the bookshelf. • A simple analogy can be drawn to a cake baked by someone else. It is no use pretending that you baked it, if all you did was ice the top. If you are going to try and sell this cake to others, you need to know exactly what the ingredients was as well as the detailed method used. Otherwise, someone along the line is going to get wind of the fact that you actually do not know. It is then that management battles to pull in the reigns and regain respect from the members.
5	General	There is no facilitation process present.

Table 60: Facilitation Roles

6.1.4 Priority given to the Strategic Management Process

The discussion will be based on the cluster formation (activation of the SMP)

Group	Activation Report of the SMP
Blue Cluster	• The CEO is to develop his/her own appreciation process with the support of consultants and internal managers, for the activation of the SMP. • Driving the SMP and facilitating the planning cycle will be the CEO. • This is in support of a collaboration and delegation strategy.
Brown Cluster	• This is prevalent within the small business where there is no distinction between staff. Everybody in the company participates under the direction of the Chairman. • This advocates the Chief Architect approach.
Black Cluster	• This is a feasible option when there are specific groupings within the organisation and a delegation strategy is in operation.
Red Cluster	• Not probable for implementation.
Purple Cluster	• This is a combination of the blue and black clusters.
General SMP	• The strategy formulation takes place unfortunately it is in the head of the CEO/Chairman. • The majority make use of SMP. This is not formulated. • To integrate the daily activation of the bottom line. • There is not much time spent on strategic planning as it is dependent on the CEO in person. • Management involvement can be seen as the critical success for the SMP. • The involvement of a consultant will not provide a better strategy as it could be seen as misplacement as they have no ownership of this strategy. Their true validity is experienced as assistance and specialist advisors to the process. They can then be of added value as part of the team and not a the driver of the SMP.

Table 61: SMP Planning Cycle

6.1.5 The use of Formulised Strategy

• Planning Cycle comment: Generally a plan does exist, but its effectiveness, contribution and process is to be investigated. Facilitation is very difficult with a company if there is no formulised planning cycle.

• Management often uses the excuse that 'we are a very small company' for their lack of formal procedures and processes. The size of a company should not dictate whether or not there are formulised processes, it should merely dictate

the extent and complexity of the procedures. This supports the notion that it is just lip service and not part of the organisation which leads to extensive control mechanisms.

- How can one drive from one place to another without having pre-decided on the route map. It is irrelevant whether one uses a map, a GPS or is continually on the cell phone for instructions on the next turn. The fact of the matter is that assistance and guidance is required – preparation is needed. In one's mind a plan is made even to get to places that are frequent destinations.

- The use of formulised strategy is unquestionable. Every company needs a plan. It is no use merely reusing maps from previous years if the road structure and transportation system has been upgraded. One needs to remain current and to include details of present situations, current market trends, contemporary consumer appetite and the present goals and wishes of the company. After all, the dreams one had when still in primary school, changed when one attained high school qualifications and these changed again after marriage. The only constant in life is change. The business environment is continually changing, one does not want to be left in the dark with yesterday's dreams.

- Every company needs to devote substantial time to the SMP. Input from external and internal consultants is extremely important and members of the company need to be aware that the strategic planning cycle is theirs. They need to buy in to it and to become part of the process. A cake cannot be called a cake if it remains eggs, flour, margarine or any other isolated ingredient. It only becomes a cake when mixed and blended together each offering its own flavour, to develop a new combined taste!

6.2 SCHEMATICAL REPRESENTATION

6.2.1 Dialectic Relationship

The discussion and conclusions led to the development of a schematic representation repositioning the focus areas. These have been placed within a dialectic relationship depicted in a triangular process whereby the possible facilitators have been placed in the centre illustrating and focussing on the amalgamation of the SMP, leadership and facilitation which has formed the key of the management dilemma. The rippling effect of concentric circles is depicted by three arrows from the core outwards towards the SA business environment. This is a reciprocal channel progressing via the skills dimensions, through the industry/ company's cultural diversity. This process provides information and brings experience and lessons learnt thereby enhancing and enriching the process. This dialectic relationship can guide further investigation.
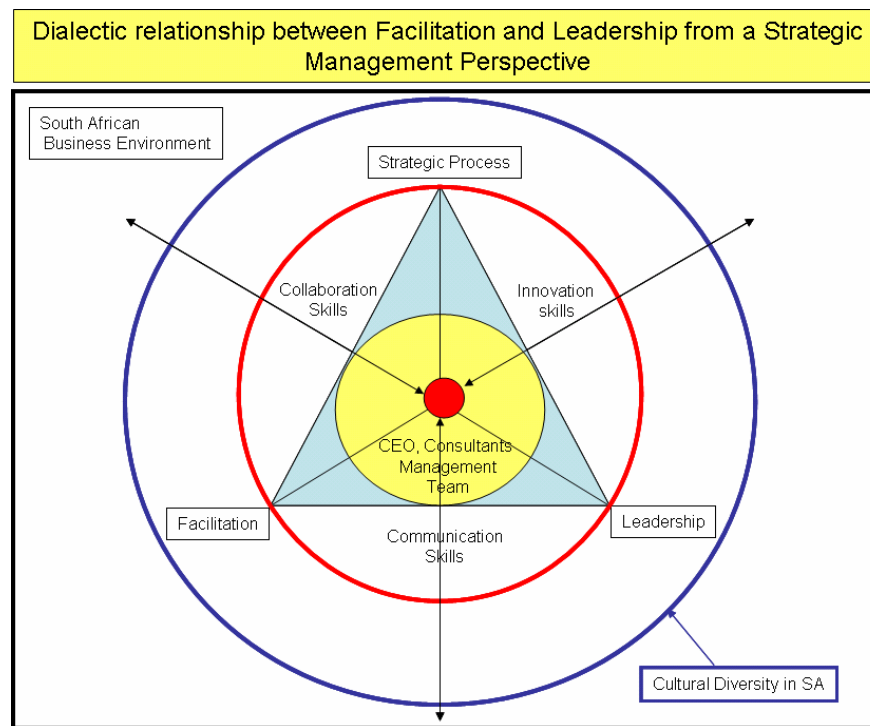
Figure 9: Dialectic relationship between facilitation, leadership from a Strategic Management Perspective

6.2.2 Construct

This researcher's construct commences on the vertical axis where the process of the Company's Board of Directors formulate a strategic intent. The development process then begins by identifying facilitators in order to ensure that the process that is designed for the long and short term is effective and to the best interest of the organisation. On both sides there are two continuums – one based on decision making and one on leadership. Both will have an impact on the development process of facilitation.

Decision making conditions move from a state of uncertainty with the formulation of the strategic intent by the Company Board to the end state of a strategic plan of certainty. The identification of risk depicted within the decision making manifests within the area of facilitation of the process and in so doing necessitates the selection of facilitators for the development of the strategic intent to design a strategic plan. This is supported by the degree of freedom that is given via the leadership continuum to facilitate the process by identified facilitators namely the CEO, consultants and management teams.

Figure 10: Facilitation Construct

6.3 RECOMMENDATIONS

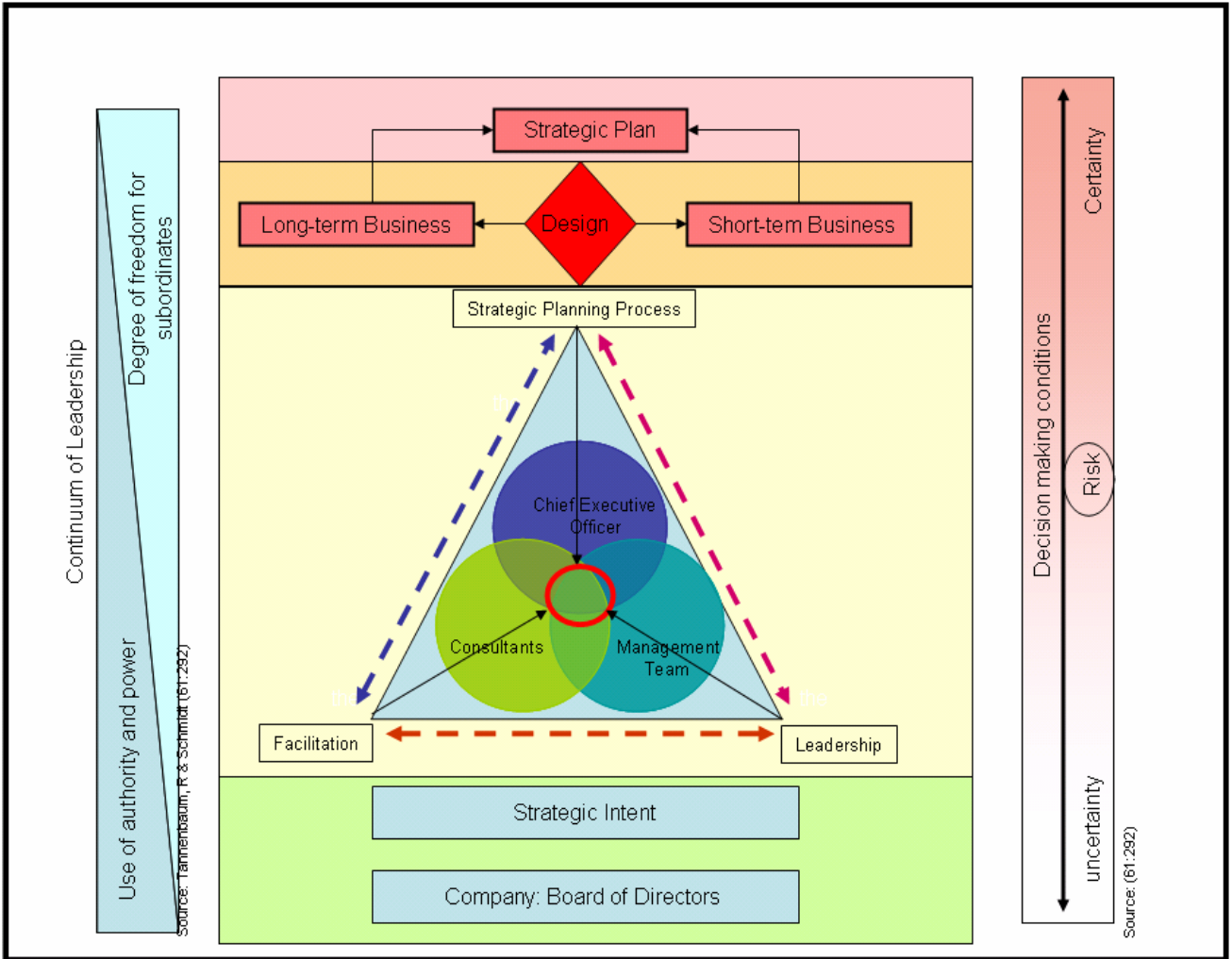| Ser No	Phase	Element and Description	Recommendations
1	Environment	Developing a learning organisation	• Sharing, reviewing and learning from previous planning. Mistakes made should be treated as part of the learning curve and not covered up promoting a learning culture. • Development of participation management approach by involving everyone in a formal programme. • Provide clear understanding of realistic/ relative SMP priority. • Focus on strategic thinking and delegate tactical tasks. • Insist on cross functional communication support with time and opportunities for spontaneous communication. • The implementation of an open door policy and management by wondering around creating a climate of insight and forging a united understanding of the strategy for performance.
		Change Management	• Realign the team members with the management. • Develop a consensus process for resource allocation and availability. • Develop and activate team building exercises, work session seminars and functional workgroups promoting a sense of belonging.
2	Leadership	Develop a core team process	• Delegations are to be given to enable the CEO to focus on the external environment and the COO/CFO concentrating on the internal business within the approved strategic business plan. • Skill and certificated the current team with Total Quality Management (TQM). • Senior management now focus on ensuring the sustainability of communication, collaboration and innovation skills and competencies, decision support and management information systems. • Setting in motion potential drivers of business success, by creating a core team with creativity, increasing quality and proactive behaviour. • Develop mentoring and succession programmes for the organisation supported by the empowering of members. • Develop collaborated strategy. The use of skilled resources is required to ensure the competitive edge, to activate change management, manage development programmes, introduce participative management programmes and establish a learning organisation.
3	Facilitation	The macro-, market- and micro environment	• Representation should be made to the JSE requesting that companies play a greater role in surveys which will ultimately have a spin off to businesses. • Customise the facilitation service to comply with offering something different from other environments and communicate the points of difference in a credible way. • Compile a set of criteria for selecting consultants.
4	SMP	Strategic positioning of the project within the organisation's overall strategy execution approach and context.	• Develop and activate an in-service training programme explaining to all the functioning of the strategic management planning cycle. • Actions of delegation along formal communication lines. • Develop and customise pilot sites, simulation systems, 'what if' scenarios and decision support tools in support of the

Ser No	Phase	Element and Description	Recommendations
			SMP. • Formulise the SMP and design extensive controlling mechanisms. • Align your company with the whole direction of executive training by the School of Entrepreneurs teaching students through a learning experience. Facilitation should be enhanced with additional strategic options; for example it should be linked to educational programmes with the possibility of activating learner-ships. • The vision of sustainable learning should be capitalized on, creating a facility for large facilitation skills encouraging the corporate initiative of accumulating seminars leading to a diploma. This will support the accreditation for higher learning.
		CEO and management influences	• Communicate the success of your SMP and allow access to business school candidates. • Develop tools for SMP. • Commitment from CEO and internal management to release resources and personnel when required to do so. • Hold functional development meetings in the company. • Measure how important project management is in the industry. Hire someone in senior management with experience in facilitation if this does not already exist. • Have all management team members attend training courses. • The most critical step is to develop the CEO's ability to facilitate the SMP. The most likely vehicle for learning best practices is a combination of courses, conferences and discussions. • Consultants can be used to help the CEO to understand how he/she affect the SMP development success.

Table 62: Recommendation Table

6.4 RECOMMENDATIONS FOR FURTHER RESEARCH

There are issues in the study that may limit the application of the results and merit attention to future research:

- We can infer that that there is formal planning cycles within the companies. What is not visible is the functionality or their effectiveness. This can be explored further as an improvement to the research report.

- The CEO's planning process for developing his/ her intention could be an improvement on this research paper.

- The strategic intention development process can be pursued as an improvement to this research study.

- The involvement of the Board of Directors with the CEO's strategic intention development process can be pursued as an improvement to this research study.

- The leadership style of the CEO should include communicating directly with personnel, as can be ascribed to employee-orientated leader's behaviour. (The impact of the leadership style could be used to extend the field of this study).

- There is an added consequence when subordinates of one religion, ethnic group, gender or even region are supervised by superiors of a different religion, ethnic group, and gender and so on. This can be seen as a possible improvement to this present study.

6.5 STUDY LIMITATIONS

- The present research adds to the debate on the use of the CEO as the facilitator in the strategic process.

- The study will not discuss the actual SMP but merely the role that the CEO plays within this process.

- The 'management set' is heterogeneous coming from a range of industries of diverse sizes.

- The data came from self-completing questionnaires and not interviews.

- Concentration is on the Executives, Functional Managers, Supervisors and Others regardless of gender and race.

6.6 FINAL CONCLUSION

The CEO can shape the strategic direction of the company as opposed to eroding deeply rooted strategies therefore facilitation in this context, may be internal or external; either way he/ she must be acceptable to all members of the group. Such facilitators are process leaders only. They have no decision making authority, nor do they contribute to the substance of the discussion thus depending heavily on the attributes and skills of corporate leadership. This is dynamic of nature adding to the perceived shortfall in skills of the CEO. This is not perceived as a mistake in the strategy or financing but simply the inability to communicate his/ her strategic intention.

Strategic leadership teams are also often composed of individuals enabled by facilitation. This creates commitment to the organisation's strategic direction and learning. It is therefore absolutely essential to sustain a competitive advantage so that effective strategic leaders can act in the face of uncertainty. Keep in mind that the

perfect certainty is unattainable. Strategic acting tends towards long as well as short-term objectives via the SMP thus making facilitation the cornerstone skill. Businesses and organisations are to restructure, giving more power to a wider range of employees thus relying on the inputs of individual employees for a broad variety of decisions. The facilitator's job is to lead the group process; to help improve the way they communicate; to examine the 'stay on task'; to ensure more creativity, efficiency and productivity from the group than what would have been produced without such help.

In addition, professionals in many areas are also increasingly being asked to work as members of groups. Facilitation is therefore becoming a critical skill for coordinating the ideas and contributions of diverse sets of people within organisations. In today's organisations facilitation plays an essential role in team work and overall organisational effectiveness, therefore good facilitation is tedious and difficult. There are many styles of facilitation and no single 'right way'. Facilitators should be neutral to content, outcome orientated, have a flexible plan, use proper models and methods, drive groups and individuals, promote participation, encourage collaborative decision making, capture the results, manage the climate and space as well as manage resistance and they should request timely feedback.

Immediate feedback about the wisdom and outcome of strategic decisions is the exception rather than the rule. Investigating in the future capabilities inherently involves investing in uncertainty and the validity of those investments may not be clear for months or years and in some cases decades, thus it takes strength and courage to stay the course of investing in the future. According to Cicero "When the method and discipline of knowledge are added to talent, the results are usually altogether outstanding" therefore by developing your facilitation capabilities you are adding to the creation of opportunities.

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9. GLOSSARY

9.1 LIST OF ABBREVIATIONS

Abbreviation	Description
SMP	Strategic Management Process
EDA	Exploratory data analysis
JSE	Johannesburg Stock Exchange
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
SBP	Strategic Business Plan
MD	Managing Director
UK	United Kingdom
USA	United States of America
SA	South Africa
TUT	Tshwane University of Technology
PA	Personal Assistant
MBA	Masters in Business Administration
MBL	Masters in Business Leadership
CV	Curriculum Vitae
GPS	Global Positioning System
TQM	Total Quality Management

9.2 DEFINITIONS

Term	Definition
Facilitate	To make easy, ease, make possible, help, smooth the progress of, help, aid, assist
Facilitation	A process in which a neutral person helps a group work together more effectively (Schuman, 2005: 24)
Facilitator	An individual whose job is to help to manage a process of information exchange. By providing non-directive leadership, the facilitator helps the group arrive at the decisions that are at task. (Schuman, 2005: 24)
Leadership	The primary purpose of leadership is to influence the feelings and emotions of those associated with the organisation (Weymes, 2003: 321)
Leader	One who possesses amongst others the attributes of integrity, honesty, loyalty, selflessness, compassion, competency, respectfulness, fairness, responsibility, self-discipline, decisiveness, spiritual appreciation and cooperativeness (Weymes, 2003: 568)
Strategic management	Refers to the managerial process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy (Thomson & Strickland, 2003: 6)
Strategic intent	A company exhibits strategic intent when it relentlessly pursues an ambitious strategic objective and concentrates its competitive actions and energies on achieving that objective (Thomson & Strickland, 2003: 45)
Strategic management principle	Building a stronger long term competitive position benefits shareholders more lasting than improving short term profitability (Thomson & Strickland, 2003: 45)

Term	Definition
Strategic management process	The process of reconciling the organisations' resources (internal environment) with threats and opportunities (external environment) (Thomson & Strickland, 2003: 140)
Strategy execution	Is fundamentally an action orientated make it happen process. The key tasks are developing competencies and capabilities, budgeting, policy making, motivating, culture building and leadership (Thomson & Strickland, 2003: 19)
Strategic plan	Consists of an organisation's mission and future direction, near term and long term performance, targets and strategy (Thomson & Strickland, 2003: 18)

9.3 TERMINOLOGY

Term	Definition
Likert scale	A variation of the summated rating scale. This scale asks a rater to agree or disagree with statements that express either favourable or unfavourable attitudes towards the object. The strength of attitude is reflected in the assigned score and individual scores may be totalled for an overall attitude measure (Cooper & Schindler, 2003: 253)
Interview schedule	An alternative term for the questionnaire used in an interview, phone or in-person communication approaches to collecting data (Cooper & Schindler, 2003: 361)
Area sampling	A type of cluster sampling usually applied to a population with well-defined political or natural boundaries but without a detailed sample frame; population is divided into homogeneous clusters from which a single-stage or multistage sample is drawn (Cooper & Schindler, 2003: 179)

10. APPENDIX A: MEASUREMENT INSTRUMENT QUESTIONNAIRE

The shortage and gap of facilitation was identified via the literature review. This manifested within the importance of the research problem and intended contribution which has been transposed into research objectives, this was mapped and development into a questionnaire.

11. APPENDIX B: MAPPING AND ALIGNING RESEARCH OBJECTIVE TO MEASUREMENT INSTRUMENT