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of Business Science**
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Strategies for managing a racially diverse workforce in corporate South Africa

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ABSTRACT

With increasing globalisation and mobility of skilled labour, there is pressure on organisation to transform. Leaders in corporate organisations therefore need tools to prepare them to manage a racially inclusive workforce effectively. Understanding how leaders in corporations manage diversity in a corporate workplace is therefore a critical requirement to finding sustainable ways to eliminate racial discrimination in the workplace, especially in a country with a racially segregated past. The aim of this study is to gain a deeper understanding of how to address the issue of racial discrimination in corporate organisations by identifying strategies which leaders can adopt in their organisations to effectively manage a racially diverse workforce.

A qualitative exploratory approach was selected for this study. Face to face interviews were conducted with eleven candidates in senior level and top level managers who manage racially diverse teams in the Financial Services and Manufacturing industries in South Africa.

Research findings revealed the need for leaders to be aware of external factors and how they impact performance of individual team members. The importance of incorporating the inclusive leadership traits and competencies also emerged as key findings as well as the importance of making un-biased Human Resource decisions. An adapted Human Relations Management System is then presented which will encourage the creation of a multi-racially inclusive organisational culture.

KEYWORDS

Diversity, Diversity Management, Inclusion, Inclusive Environments, Organisational Culture, Race, Corporate Culture, Workplace Discrimination; Organisational Performance

DECLARATION

I declare that this research report is own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisations and consent to carry out this research.

Molemo Masuku

06 November 2017

Date

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CHAPTER 1: DEFINITION OF PROBLEM AND PURPOSE

“To deny people their human right is to challenge their very humanity. To impose on them a wretched life of hunger and deprivation is to dehumanise them. But such has been the terrible fate of all black persons in our country under the system of apartheid.”

Nelson Mandela

1.1 Introduction

Racial segregation is deeply entrenched in the history of South Africa where, as a result of apartheid, the majority of its inhabitants were suppressed and excluded from contributing to the economic activities in the country (Pons-Vignon & Anseeuw, 2009). After more than two decades of living in a racially integrated society, why are some corporate organisations still lagging behind in terms of transforming into a multi-racial workforce across all organisational levels? Why are decision-making positions in corporate organisations still predominately occupied by the white male group? What practical changes are required to ensure that stakeholders in the organisations are adequately supported to manage racially diverse teams? What type of leader is required to change the status quo and successfully run performance-driven, racially diverse teams across all levels in corporates organisations? Which diversity management strategies can be applied in this context? These are but some of the questions society, academics and practitioners are seeking answers to to understand how to manage racially diverse teams effectively. Effective racial diversity management is therefore necessary for organisations to survive and remain globally competitive in this dynamic business environment (Samans, Blanke, & Corrigan, 2017).

1.2 Background to the Problem

The topic of racial diversity is a sensitive one, especially in a country with a racially segregated past. Discussion on this topic is often met with denial that discrimination still exists in society and in the workplace. The perceived sensitivity around the issue of racial discrimination and racial diversity in the workplace contributes to the lack of progress in addressing the challenge of racial discrimination (Mayo, Kakarika, Mainemelis, & Till

Deuschel, 2016). The difficulty in acknowledging the existence of racial discrimination in the workplace can be attributed to fear of losing power by those who possess it. Power which was previously and still is in certain cases, granted to some not by merit but purely by being born into a particular group. Fear of losing power and control alleviates the responsibility of those who currently possess the power from ensuring that the system is challenged and adapted to the advantage of all groups (Alston-Mills, 2012).

All humans are born free regardless of their race, gender, sexual orientation, political and religious affiliations and therefore should be treated fairly and with dignity. This universal human right forms the basis of the International Bill of Human Rights which recognises the fundamental need for all human beings to be treated fairly (United Nation General Assembly, 1948). However, this fundamental right was taken away from black people in South Africa throughout the apartheid era (Pons-Vignon & Anseeuw, 2009).

The South African government has since enacted several policies to address some of the discriminatory challenges in the workplace. The Employment Equity Amendment Act No.47 of 2013, Basic Conditions of Employment Act No.20 of 2013, Skills Development Amendment Act No.37 of 2008, and the Broad Based Black Economic Empowerment Act No.53 of 2003 are some examples of legislative acts introduced to eliminate any unfair treatment of the designated groups in the South African context. The Employment Equity Act No.47 of 2013 (South Africa, 2014) in particular, was introduced to eradicate workplace discrimination and promote fair treatment of designated groups whilst ensuring equitable representation of the Black and White groups across all occupational categories and levels in the workforce.

According to the Commission for Employment Equity Report 2014-2015 (2015), the persistent racial imbalance currently being experienced in the South African corporate environment is caused by statutory policies which were introduced during apartheid. In the past policies such as job reservation had been introduced to keep South Africans from designated racial groups out of the economic activities of the country. The report was produced by the Commission for the Minister of Labour and contains employee related data submitted by employers in their Annual Employment Equity Reports to the Department of Labour. The main aim of the Annual Employment Equity Report is to

report on progress of corporate and government employers against the country's employment equity targets at all levels of the organisations.

Figure 1.1. EE Report - Workforce profile at top management level by race

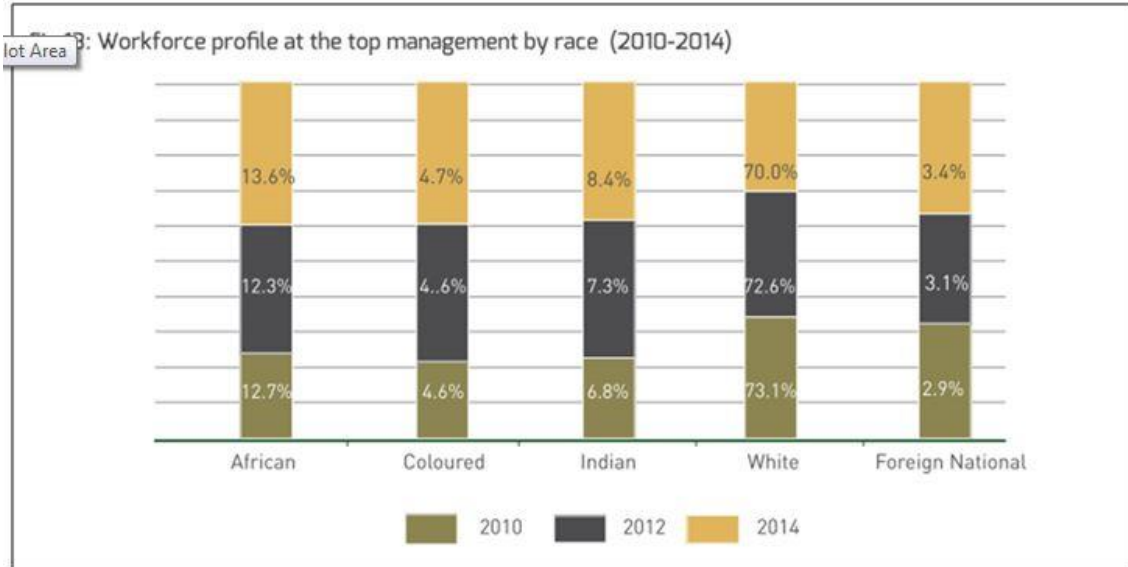


Figure 1.2. Workforce profile at Senior Management level by race

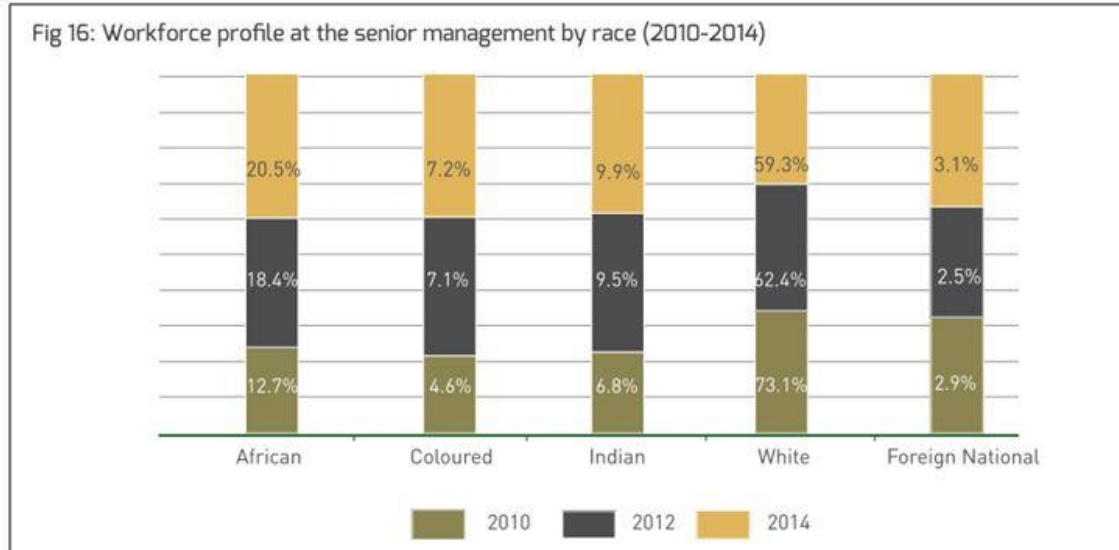


Figure 1.3. Workforce profile of Professionally Qualified by race

Fig 19: Workforce profile at the professionally qualified by race (2010-2014)

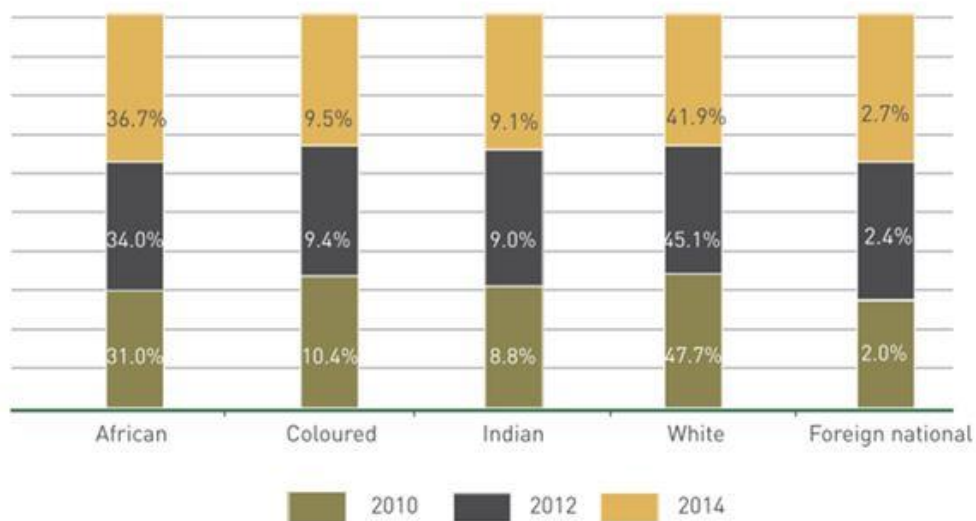


Figure 1.1, Figure 1.2 and Figure 1.3 depicts a trend analysis (2010-2014) extracted from the Employment Equity Report 2014-2015 (2015). The report found that the White group, especially White males, occupy the top three occupational levels in almost all sectors in corporate South Africa (Commission for Employment Equity, 2015). The report highlights the fact that whites are over-represented as they occupy 70% of the positions at the top management level and 59.3% of senior management positions in comparison to their Economically Active Population (EAP) while the Black group is under represented in those occupational levels in corporate South Africa (Commission for Employment Equity, 2015). In context, with over twenty years post-apartheid, the White male group still has more decision-making power than any other designated racial group in corporate South Africa. In contrast, in government and state owned entities, designated groups dominate across all occupational levels in both national and local government (Commission for Employment Equity, 2015). So why is corporate South Africa still lagging in terms of racial transformation?

Figure 1.4. Analysis of workforce movement at top management level by race

5.2.1.5 WORKFORCE MOVEMENT AND SKILLS DEVELOPMENT AT THE TOP MANAGEMENT LEVEL

TABLE 10: WORKFORCE MOVEMENT AT THE TOP MANAGEMENT LEVEL BY RACE AND GENDER

	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Workforce profile- all employees	9.4%	3.2%	6.3%	57.3%	4.1%	1.5%	2.1%	12.7%	2.9%	0.5%	100.0%
Recruitment	17.7%	3.8%	5.3%	43.1%	9.1%	1.8%	2.5%	9.7%	6.2%	0.8%	100.0%
Promotion	13.7%	4.4%	7.3%	39.5%	7.8%	3.0%	4.8%	15.5%	3.4%	0.6%	100.0%
Terminations	13.1%	3.2%	5.4%	52.2%	6.3%	1.5%	1.6%	10.9%	5.2%	0.6%	100.0%
Skills development	8.4%	2.6%	4.1%	53.4%	5.5%	1.5%	2.1%	22.5%	0.0%	0.0%	100.0%

The table above shows the results of the analysis of workforce movement and skills development. This analysis revealed that White males are still preferred candidates for job and promotion opportunities over Black candidates at the top management level. Recruitment patterns at top level positions also indicate a preference for White males. African males are the next group to receive consideration for top level positions, followed by White females (Commission for Employment Equity, 2015). It is therefore evident that the Black group is still discriminated against in terms of recruitment, promotion and development opportunities.

Thomas (1990, p. 107) defines diversity management as a planned systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of an organisation, and where no-one is excluded based on factors unrelated to productivity. This definition will be applied for the purposes of this study.

Tajfel and Turner's (1986) Social Identity Theory (SIT) explains that part of an individual's sense of self comes from affiliation to groups to which that person belongs. Race and gender in are the two most dominant social identity groups in corporate South Africa. However, gender-based diversity has been extensively studied and therefore the researcher will focus on race for the purpose of this study. It is based on the SIT that this study places special reference to racial diversity management by focussing on the two main racial groups, namely, the White corporate employee group and the Black corporate employee group. The Employment Equity Amendment Act No.47 of 2013 defines designated groups as "black people, women, or people with disabilities who are citizens of the Republic of South Africa by birth or descent; or those who became citizens

of the Republic of South Africa by naturalisation” (Commission for Employment Equity, 2015). Africans, Indians and Coloured people are included in this definition of black people and are therefore all under the protection of this law. This definition of race will be adopted for the purpose of this study and therefore any reference to the Black group will include Africans, Indians and Coloured employees whilst any reference to the White group will pertain to White employees.

The post-apartheid promise of social and economic change has not materialised and has resulted in the frustration of most South Africans arising from disappointment due to unmet expectations (Pons-Vignon & Anseeuw, 2009). The current economic and social climate in South Africa is characterised by an urgent need for economic transformation. This has resulted in mounting pressure for organisations to transform into multi-racial inclusive environments.

Corporate leaders can assist in addressing the challenge of racial inequality in the workplace by ensuring that all employees are treated fairly, remunerated fairly, afforded equal opportunities and promoted to higher positions based on merit and competence and not through any other considerations (Amaram, 2007; Chrobot-Mason & Aramovich, 2013; Dwertmann, Nishii, & Van Knippenberg, 2016). This study seeks to find answers to the following questions: How can leaders in corporate South Africa assist in accelerating the country’s transformation agenda? What leadership skills are required to effectively manage racially diverse teams in the corporate environment and ultimately create a racially inclusive organisational culture?

With increasing pressure for organisation to transform, leaders in corporate organisations need tools to equip them to manage a racially inclusive workplace effectively. An inclusive environment is one where all employees must be treated fairly and given equal opportunities to succeed regardless of the social group to which they belong. Understanding how leaders in corporations manage diversity in a corporate workplace is therefore a critical requirement in finding ways to eliminate the injustices brought about by racial discrimination in the workplace.

1.3 Problem Statement

The recent Employment Equity Report 2014-2015 (Commission for Employment Equity, 2015) shows that racial transformation in corporate South Africa is lagging despite the introduction of progressive legislation aimed at reversing dominance of top positions by the white group in general and white males in particular. What type of interventions are required to address the issue of the slow pace of racial transformation at senior and top levels in the corporate environment? The aim of this study is to gain a deeper understanding of how to address the issue of racial discrimination in cooperate organisations by identifying strategies which leaders can adopt to effectively manage a racially diverse workforce with a view to create racially inclusive corporate environments where employees of all races are given a fair chance to succeed on merit.

1.4 Brief Chapter Overview

The research problem as well as the background to the problem were outlined in this chapter. The rationale for conducting this research study was identified and articulated in the research problem statement. The next chapter consists of a review of academic theories as well as literature related to the research topic of workplace diversity management. The researcher presents a review of related work by previous scholars to get an understanding of the individual constructs of the proposed research topic, and gain insight into previous work performed by scholars in relation to the research topic. In Chapter 3, three research questions are posed by the researcher to find answers to the research problem. Chapter 4 then outlines the proposed research methodology and design to describe the nature of the research and describes how the study was conducted. The results of the data analysis are presented in Chapter 5 based on data coded through interviews conducted. Chapter 6 includes a discussion of the results of the research study in relation to the research questions posed in Chapter 3 as well as the research statement. Chapter 7 presents an adapted Integrated Human Relations Management system to foster a racially inclusive organisational culture and outlines a set of findings from the research study and a brief description on the implications of those finding to practitioners in the corporate environment. Chapter 7 also includes limitations of the research study as well as suggestions for future research studies.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Open markets and innovation in technology contributes to an increase in the flow of people, knowledge and ideas (Osborn & Marion, 2009). Consequently, the twenty-first century workplace had to transform into a heterogeneous workforce in response to increasing immigration and mobility of skilled labour. According to (Richard, 2010), managing a racially diverse workforce is still one of the most challenging Human Resource and Management issues facing organisations. Organisations have no choice but to employ diverse teams in order to remain competitive in a rapidly changing business environment, where consumers and other stakeholders are increasingly more diverse (Andrevski, Richard, Shaw, & Ferrier, 2011).

2.2 Diversity management theory

2.2.1 Diversity theory

Diversity management is defined by Patrick and Kumar (2012, p1) as “a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued”. The complex topic of managing people of different races, cultures, ethnicity, gender, ages, religious backgrounds, sexual orientation and physical and mental abilities is still a discussion point for academics and practitioners (Jackson, May, & Whitney, 1995; Kersten, 2000; Van Knippenberg, 2007; Ortlieb & Sieben, 2013). Yukl and Mahsud (2010) suggest that increasing pressure on organisations to survive in an open global economy ignites efforts to find sustainable solutions to the challenge of effectively managing diverse workplaces (Coote Martin, 2014; Mujtaba & Sungkhawan, 2009).

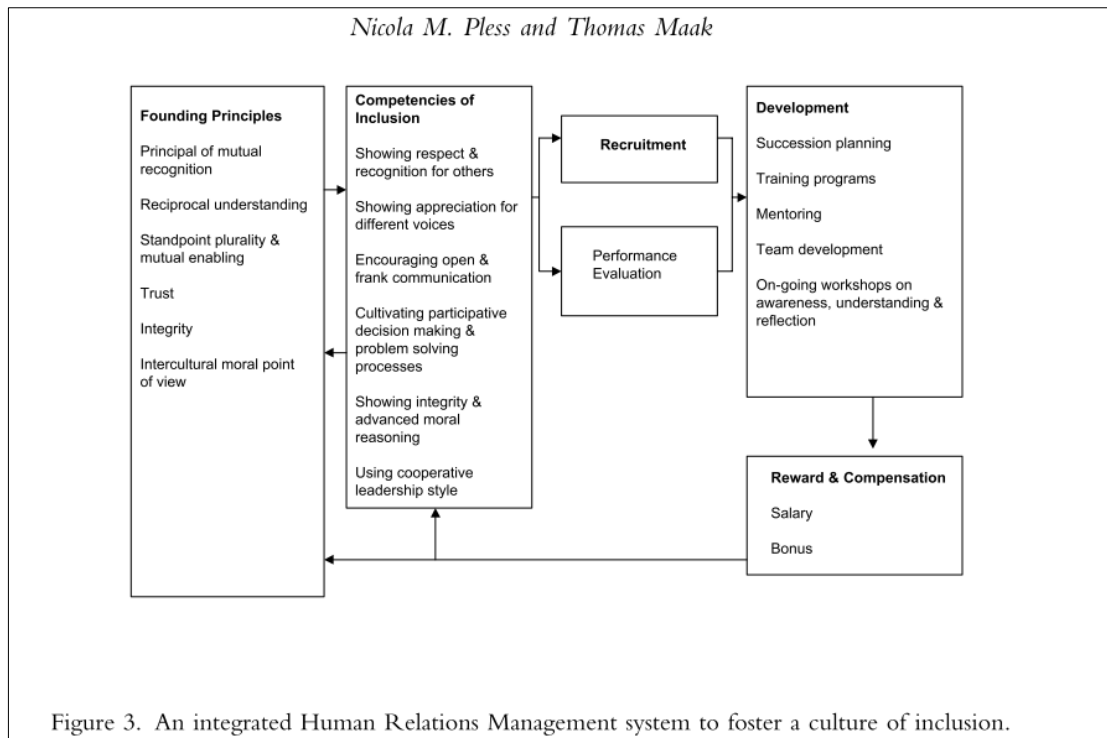
Some academics, (Kersten, 2000; Richard, 2010), criticise the basis of diversity theory arguing that it fails to place racism at the core of discrimination in the workplace. Kersten (2000) further argues that diversity literature and diversity management interventions divert focus and authentic dialogue from racism which is the real underlying issue. Consequently, diversity management strategies and interventions have failed to address racial inequalities and perpetuated systemic racial discrimination in the workplace.

2.2.3 Cultural diversity

Cultural diversity is defined as a situation “when differences in race, ethnicity, language, nationality, religion, and sexual orientation are represented within a community” (Coote Martin, 2014: p1). (Amaram, 2007) □ argue that the traditional melting-pot approach to diversity, which encouraged the assimilation of minorities into the mainstream culture at the expense of their own cultural identities, has not been effective. Recent studies support the notion that accepting cultural differences of ethnic minorities in the corporate community and valuing their input will yield more success in achieving inclusion in the workplace (Coote Martin, 2014; Richard, 2010; Trenergy, 2012).

Organisations should not only accommodate cultural minorities because of increasing legal and social justice imperatives. High turnover and absenteeism are negative outcomes of a non-inclusive workplace environment and the cost implications of these factors can have a detrimental impact on the profitability of the organisation (Homan & Greer, 2013; Horwitz & Horwitz, 2007; Mor Barak, 2000). It is therefore important for an organisation to create multi-cultural, non-hierarchical and decentralised environments where cultural differences are embraced (Amaram, 2007). An organisation must encourage all cultural groups to contribute to the success of the organisation without fear. Amaram (2007) warns that the minorities are likely to leave the organisation in the absence of an inclusive organisational environment.

Figure 2.1. Integrated human resource system to foster an inclusive culture



Pless and Maak (2013) recommend an integrated approach as illustrated above in order to implement sustainable diversity management strategies in organisations. They formulated a framework called an integrated Human Relations Management system to foster a culture of inclusion. The founding principles of mutual recognition, reciprocal understanding, standpoint plurality and mutual enabling, trust, integrity and intercultural moral point of view form the basis of the application of this framework. These principles were then synthesised to define a set character traits and skills termed “Competencies of Inclusion” which employees and managers need to possess to foster an inclusive culture. Competencies such as showing respect and empathy, recognising the other as different but equal, showing appreciation for different voices and using a cooperative/consultative leadership style are articulated. The framework then incorporates the importance of recruiting people of diverse races and cultures and also the importance of recruiting people whose principles, values and competencies align with the organisation’s diversity strategy and contribute to an inclusive organisational culture. Performance evaluations should not only focus on performance but they must also include behavioural measures. Leaders in the organisation play a crucial role in facilitating the process and educating and developing people, and formulating systematic Human Resource policies and procedures that support the integrated framework and reward inclusive behaviour throughout all organisational levels. Leaders also create

awareness, develop a vision for an inclusive culture, and position people in the organisation and empower them to take action. All these actions, if executed correctly, lead to a sustainable change in the behaviour of the organisation and transforms an organisation's culture into an inclusive culture.

2.2.4 Cognitive diversity

Horwitz and Horwitz (2007) conducted a study into team diversity and its effect on team outcomes. However, unlike most scholars of diversity management (Andrevski et al., 2011; Simons & Rowland, 2011), Horwitz and Horwitz (2007) specifically measured team outcomes (quality, quantity and social integration) and not organisational financial and non-financial performance. They found that bio-demographic diversity has no direct impact on team outcomes and therefore concluded that organisations should not focus their diversity strategies on simply increasing their heterogeneity on bio-demographic factors but rather based on task-related heterogeneity.

Cognitive diversity in the team context is defined as “the degree to which team members differ in terms of expertise, experiences, and perspectives” (Horwitz & Horwitz, 2007). Cognitive diversity by its definition cannot be solely applied as an effective diversity strategy in the South African context or any other country with a racially segregated organisational background. Black people were purposely excluded from corporate employment during apartheid and therefore are lagging behind on cognitive variables such as expertise and experience. Focusing on cognitive or task-related heterogeneity would not be effective in addressing the racial imbalances which still exists in the currently corporate environment.

2.3 Factors inhibiting effective racial diversity management

2.3.1 Power Dynamics

Simons and Rowland (2011) analysed different definitions of diversity management from a set of management literature and found that not all studies offered a clear differentiation between functional and social diversity. The results of their analysis concluded that the definition of diversity management offered by Zanoni and Janssens (2004) was the most

useful because it incorporates the most significant idea of power dynamics related to diversity management. Power dynamics play a significant part in conflicts between social groups and have an impact on racial diversity management in the workplace. For instance, a racially unbalanced top management team which is also part of the dominant group may contribute to a non-inclusive workplace because it will have the power to make decisions that suit its own interest without considering the will of the minority group (Pless & Maak, 2013).

2.3.2 Incompetent leadership

Having established that a diverse workforce is a strategic imperative, the need to define strategies to effectively manage racial diversity in the workplace is unavoidable. Therefore diversity management skills are an important competency for leaders. Mor Barak (2014) places the leader at the core of managing diversity effectively and found that the challenges that organisations are facing with managing a diverse workforce are not caused by the heterogeneity of the team per se but can be attributed to an inability of leaders to fully understand diverse team dynamics. Leaders who are unable to detach themselves from their personal prejudicial attitudes and stereotypes fail to capitalise on the potential embedded in a multicultural and multinational workforce.

2.3.3 Restricted access to information

Some of the corporate organisations operate in traditional, hierarchical organisational structure where unequal access to information and opportunities is a reality for people in groups with less power (Alston-Mills, 2012). Managers need to acknowledge the fact that some groups are still excluded from the ideal of equal opportunities and equal dissemination of information for all in the corporate workplace. Alston-Mills (2012) refers to this challenge as the myth of meritocracy because the belief that anyone can succeed if they work hard enough is a myth. Unequal access to opportunities and information renders the idea that success can be achieved based on merit a myth.

2.4 Workplace diversity enhances performance and creativity

Academic literature on racial diversity management in the workplace is gradually moving away from justifying the need for organisation to become more racially inclusive as more and more organisations have come to realise that diversity is a strategic imperative. Recent literature on diversity management suggest that diversity alone cannot be a contributor to improved organisational performance (Horwitz & Horwitz, 2007; Prieto, Phipps, & Osiri, 2009; Patrick & Kumar, 2012; Okoro, 2012; Andrevski et al., 2011; Simons & Rowland, 2011; Sabharwal, 2014). Apfelbaum, Phillips and Richeson (2014) advocate for a paradigm shift from previous attempts of interpreting outcomes as effect from diversity alone and suggest that research on diversity should not be conducted by comparing diverse groups to homogeneous groups as a baseline as most previous scholars have done because homogeneity in itself has independent effects (Apfelbaum et al., 2014). Sabharwal (2014) found that, coupled with supportive leadership, promoting inclusion in organisations by empowering employees through giving them access to information they need to influence the outcome of organisational decision making process, contributes to a productive workplace.

Coote Martin (2014) suggest that one of the positives of having a diverse workforce is that a heterogeneous team usually brings different analyses of a situation, which is hard to achieve when a homogeneous team is asked to resolve the same matter. It is therefore crucial for diversity to be promoted for organisations to find innovative products and solutions.

Previous scholars have studied the relationship between diversity and performance using different measurement variables of performance (Horwitz & Horwitz, 2007; Prieto et al., 2009; Patrick & Kumar, 2012; Okoro, 2012; Andrevski et al., 2011; Simons & Rowland, 2011; Sabharwal, 2014). Consequently, there is inconsistency in research findings relating to the relationship between workplace diversity and the performance of the organisation. To this end, McMahon (2010) conducted a study to assess the relationship between workplace diversity and the firm's performance. The study was based on an academic review of research published between 2000 and 2009 in nine leading journals in the field of management (McMahon, 2010). The results of the study literature review are illustrated below:

Figure 2.2. Workplace diversity -firm performance relationship empirical research 2000-2009

Workplace Diversity and Firm Performance: Measures of Variables		
Research Study	Measure(s) of Workplace Diversity	Measure(s) of Firm Performance
Bachmann (2006)	Structural and Cultural Differences	Group Effectiveness and Efficiency
Boone & Walter (2009)	Functional-background Locus-of-control	Return on Sales
Cannella, Park & Lee (2008)	TMT functional background (functional experience, age, tenure); co-location	Return on Assets
Certo, Lester, Dalton, & Dalton (2006)	TMT Size, organizational tenure, functional, executive, tenure and educational heterogeneity	Return on Assets, 3 year average ROA, ROA growth, 3 year average Return on Equity, and sales growth
Cummings (2004)	Geographic locations, functional assignments, reporting managers	Problem Definition, Method Selection, Innovation, Result Quality, Clarity of Presentation
Gong (2006)	Nationality	Labor productivity
Horwitz & Horwitz (2007)	Task-related Vs Bio-demographic diversity, Cognitive diversity	Quantity and Quality of Performance, Social Integration, Team Cohesion, Decision Making, Creativity and Problem Solving
Jayne and Dipboye (2004)	Race, multicultural organizations, psychological framing, management diversity initiatives	KSAOs: Knowledge, skills, abilities, experiences & other characteristics Individual reactions to work situations based on 'relational demography'
Joshi & Roh (2009)	Task-oriented: Function, education, & tenure Relations-oriented: Gender, race/ethnicity, & age	Various
Joshi, Hui & Jackson (2006)	Individual demographic attributes: Tenure, age, gender, & ethnicity Work team composition: Proportion of women and color in each team Management composition of work units: Location & size/number of clients	Sales revenue, Pay
Kilduff, Angelmar & Mehra (2000)	Nationality, functional heterogeneity, age & cognitive diversity	Net contribution margin Market share
Kochan, et al., (2003)	Race, gender, group processes, and regional diversity	Performance satisfaction, Turnover, Quality of group processes
Lau & Murnighan (2005)	Gender Ethnicity	Task and relationship conflict, group learning, psychological safety, satisfaction and expected group performance
Miller & del Carmen (2009)	Boardroom diversity: Race and Gender	Financial performance: ROI, ROS Firm innovation: R&D expenditure Firm reputation
Richard (2000)	Ethnicity	Productivity, ROE, and Market Performance
Richard, Barnett, Dwyer & Chadwick (2004)	Ethnicity Gender Degree of entrepreneurial orientation	Labor Productivity (Net income/employee) Average ROE for the preceding two years
Richard, Murthi & Ismail (2007)	Ethnicity	Labor productivity (Revenue/employee), Tobin's q (Market value /Asset replacement value)
Strauss & Connerley (2003)	Race, gender, agreeableness, openness to experience, contact and cognitions, feelings & behaviors	Universal Diverse Orientation: Measure of attitudes- realistic appreciation, comfort with distance and diversity of contact

Figure 2.2 above shows that the relationship between diversity and performance has been measured using an inconsistent set of variables which can be attributed to lack of consensus by academic scholars on the direct relationship between diversity and organisational performance. McMahon (2010) found that any attempt to understand the relationship between workplace diversity and the firm's performance should not only take bio-demographic factors, such as race and gender, into account but other factors such as task-related diversity and cognitive diversity are also important. Such attempts to articulate the effect of workplace diversity on the organisation's performance should also include factors such as, functional background, organisational tenure, years of experience, social psychological factors as well as team interaction abilities (McMahon, 2010). Findings from McMahon (2010) research study coincides with findings from (Horwitz & Horwitz, 2007) however,

Andrevski et al. (2011) argued that the intensity of competition and the frequency thereof have a mediating effect on the relationship between the firm's performance and the diversity of the team. Secondary data was used to analyse financial performance in addition to data from the Fortune's Diversity Survey from 2001 through 2003 to conduct a study using a sample of 115 firms that took part in the survey. The study concluded that not only do diverse management groups perform better and compete more intensively in inclusive environments (Andrevski et al., 2011).

2.5 Effective diversity management strategies

These organisations face the challenge of bridging the diversity management implementation gap (Riccò & Guerci, 2014). Riccò and Guerci (2014) propose an integrated approach to bridging the implementation gap by implementing diversity management changes across organisational levels from the strategic, tactical to the operational level. The proposed integrated approach to implementing diversity management processes can be effective in practically aligning strategic, tactical and operational efforts throughout the organisation however, dealing with organisational diversity requires a change in the mindset and value sets of individuals employed at every level of the organisation.

Attempts to give the oppressed group access to equal opportunities in the workplace are usually met with resistance from the group which holds the power. Alston-Mills (2012) presents strategies to engage in constructive conversations about the need to achieve an unbiased distribution of power and promote cultural diversity in the workplace. The report provides a non-controversial presentation, beginning with reasons for resistance, followed by a discussion on survival strategies, and ending with proactive strategies to establish dialogue (Alston-Mills, 2012). However, dialogue alone cannot be sufficient in tackling this massive challenge of workplace discrimination, especially in a country with a segregated past like South Africa.

Efforts to find tools focused on effective strategies of managing diversity lack explicit focus on addressing the core contributors to workplace discrimination. Trenerry (2012) agrees that current organisational diversity management tools have failed to address systematic racism and should be refined to address racial diversity challenges in the workplace. After critically reviewing eight organisation assessment tools that met this inclusion criteria, Trenerry (2012, p. 19) formulated six key principles which organisations should look out for when selecting an organisational assessment tool: theoretical and empirical development; operationalised domains; practicality and feasibility of implementation; context relevance; a range of response formats; and moving beyond self-assessment.

Organisational efforts to address workplace discrimination should not be undertaken in isolation. Organisations do not exist in a vacuum but are part of a larger eco-system. Mor Barak (2000) suggests a value-based model and a practice-based model of the inclusive workplace from an ecosystems perspective. The model supports the notion that organisations should not only look at addressing internal diversity challenges but should collaborate across cultural and national boundaries with government and external stakeholders to tackle issues of global mutual interest (Mor Barak, 2000).

2.6 Conclusion

This chapter focused on the review of literature of recent academic scholars to understand their interpretation effective racial diversity management strategies for leaders in corporate organisations. The researcher began by exploring literature relating

to discrimination in the workplace, followed by a review of literature around the strategic imperative of diversity management in the workplace. Thereafter, the relationship between Diversity Management and organisational performance was explored. The literature review ended with an exploration of effective diversity management strategies. The next chapter contains a list of research questions which will be explored for the purpose of this research study.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Research question 1: What personal values and leadership traits are considered to be effective in managing racially diverse teams?

The researcher seeks to obtain the core set of personal values which are effective in managing a racially diverse workforce. The researcher wants to gain a deeper understanding of how leaders apply their own set of values when managing their teams. Responses to the questions posed under this research question will assist in defining the set of competencies required to effectively manage diverse teams in a corporate environment.

3.2 Research question 2: To what extent do the organisation's systems assist or hinder the effectiveness of leaders in managing racially diverse teams?

The researcher seeks to understand the extent to which organisational systems, such as Human Resource policies and procedures for hiring, performance evaluation, remuneration and promotion decisions, impact on the leader's effectiveness in managing a diverse workforce. The researcher seeks to understand whether the systems currently implemented in the corporate environment are effectively supporting leaders who are keen to address the challenge of racial discrimination in the workplace.

3.3 Research question 3: Does the country's political context impact on the way the leaders manage their racially diverse teams?

Answers to this question will give the researcher an understanding of whether the principles of contextual leadership are adopted by leaders who manage diverse teams. The researcher would like to understand how the external political context impacts the leadership style internally (within the corporate environment).

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

This chapter describes the research methodology chosen by the researcher to execute the research study successfully, and to gain answers to the research questions articulated in chapter three. A qualitative exploratory approach was selected for this study. The justification of the choice of research methodology as well as the research design is outlined next.

4.2 Research Methodology and Design

Myers (2013) defines a research method as a strategy of enquiry which begins with an underlying assumption then establishes the research design and data collection. A subjective point of view is required to gain deeper insight into the strategies that leaders adopt to effectively manage a racially diverse workforce in the corporate environment. Qualitative research are most appropriate when the researcher wants to become more familiar with the phenomenon of interest, to achieve a deep understanding of how people think about a topic and to describe in great detail the perspectives of the research participants” (Thomas, 2010, p. 306).

The researcher seeks to find deeper meanings from the insights provided by the respondents and hence the chosen research approach is qualitative and exploratory in nature. The sensitivity of the topic of racial discrimination and diversity largely informed the decision to undertake a qualitative study rather than a quantitative study. A quantitative study would have provided the depth of responses required to derive at effective diversity management strategies.

Interpretivism is defined by Saunders and Lewis (2012) as research which promotes the need to understand the differences between human beings in the context of their social environments. Leaders who manage a racially diverse workforce can provide subjective responses to the research questions based on their own management experiences within the corporate environment. The interpretivist philosophy has also been termed Social Constructivist because of the need to understand human beings within the environment in which they live and work, with the intention to find meanings and

inductively formulate a theory (Creswell, 2014). The underlying philosophy for this study was based on the descriptive interpretivist framework (Thomas, 2010). The researcher analysed responses to the research questions outlined in chapter three, to find meaning from the information received and thereafter deductively formulated theory about how to effectively manage a racially diverse workforce.

4.3 Population

The research population included leaders, in management positions in corporate organisations in South Africa, who manage racially diverse teams. For this research study, leaders are defined as executive management, top management and middle management levels in corporate organisations.

4.4 Unit of analysis

Interviews were conducted on an individual basis from a pre-determined list of leaders, in executive to middle management positions in corporate organisations in South Africa. Only leaders who manage racially diverse teams specifically in the Financial Services and Manufacturing industries were interviewed. The sample was elected from Financial Services and Manufacturing industries in Johannesburg mainly because these two industries are the top two lagers in racial transformation targets (Commission for Employment Equity, 2015).

Hesse-Biber and Leavy (2011) define the individual level of analysis as analysis where the analytical focus is on what each individual had said. The candidates' individual responses to a set of questions outlined in the interview schedule were analysed with a view to arriving at an understanding of the strategies that they adopt to effectively manage their racially diverse teams.

4.5 Sampling method and size

The researcher decided to follow a combination of non-probability sampling method of snowball sampling and purposive sampling. Purposive sampling is defined by Saunders and Lewis (2012) as a type of non-probability sampling where participants are selected based on the researcher's judgement on a range of possible reasons and premises. According to Hesse-Biber and Leavy (2011), snowball sampling is the most common sampling technique when access to a population from which to draw a sample is limited. Most respondents were selected from a pre-defined list of targeted interviewees. In some cases, the researcher approached respondents recommended by other respondents and requested their participation as interviewees for this research study.

The researcher planned to target a minimum sample of fifteen executives to middle management occupational levels in corporate organisations in the Financial Services and Manufacturing industries. However, data saturation was reached after eleven interviews were conducted, and therefore no additional interviews were required. Data saturation occurs when no new categories can be added from the data and therefore no new theories about a phenomenon can be gained through further data analysis (Strauss & Corbin, 2008).

4.6 Measurement Instrument

Semi-structured interviews were conducted with the individuals from a pre-defined list of leaders who matched the research sample criteria defined above. Semi-Structured interview is a method of data collection in which the interviewer uses a list of pre-defined questions to facilitate the interview but varies the order in which the questions are asked based on the flow of the interview (Saunders & Lewis, 2012). Respondents were briefed upfront to give them an opportunity to formulate answers to the questions posed by the researcher, thus allowing for an effective interaction between the respondents and the researcher.

Saunders and Lewis (2012, p. 127) define validity as "the extent to which data collection method or methods accurately measure what they were intended to measure and that the research findings are really about what they profess to be about". They further define

reliability as “the extent to which the data collection method and analysis procedures will produce consistent findings” (Saunders & Lewis, 2012, p. 128). The need to ensure that these two factors of reliability and validity are achieved influenced the researcher choice of sample as well as the choice of face-to-face interviews as the data collection method.

All interviews were conducted on a one-on-one basis and were scheduled for an hour, preferably at the respondent’s workplace. The interview schedule was drafted with a set of pre-determined open-ended questions formulated to arrive at answers to the research problem. Pilot interviews were conducted with at least three participants beforehand, to ensure that the schedule content, formulation of questions and sequencing is correct and unambiguous. The schedule was then sent to respondents the day before the interview was scheduled to take place. The researcher purposefully send the interview schedule only the day before the interview to protect the authenticity of the conversation by ensuring that respondents do not have enough time to formulate politically correct responses. All interviews were recorded and some hand-written notes were taken by the researcher when required and to take notes of any non-verbal messages observed from respondents throughout the duration of the interview. The table below contains a list of questions asked mapped to the research questions defined in Chapter 3. The full interview schedule is included in Appendix 3 at the end of this document. The set of interview questions under each research question are structured into three logical factors:

- The leader’s personal diversity management competencies and skills
- The organisation’s diversity management initiatives, systems and processes
- The effect the country’s political context influence the leader’s effectiveness in managing their diverse teams

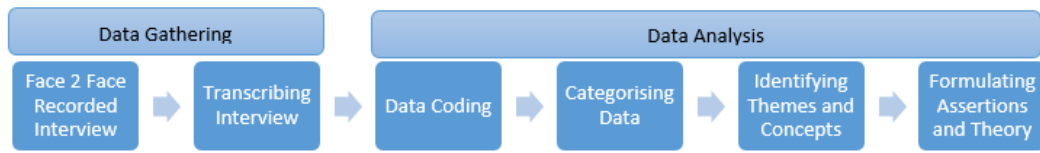
Table 4.1
Mapping research questions to interview questions

Research Question	Interview Question
<p>Research question 1: The Leader What personal values and leadership traits are considered to be effective in managing racially diverse teams?</p>	<ul style="list-style-type: none"> • How would you describe the values and leadership traits that have helped you to successfully manage a diverse team? • Can you give me an example of when you had to deal with a racial challenge at work? What happened and how did you go about resolving the situation? In hindsight, would you have handled the situation differently?
<p>Research question 2: The organisations To what extent do the organisation's systems assist or hinder the effectiveness of leaders in managing racially diverse teams?</p>	<ul style="list-style-type: none"> • How have your organisation's Human Resource Management policies and procedures (such as hiring, performance evaluation, remuneration and promotions) enabled you to manage your team effectively? • How do you go about making sure that your recruitment, promotion and remuneration decisions are based on merit and not racially biased? • How would you rate your organisation's Diversity Management training programs? Please explain. • What do you think is the main driver for diversity in your organisation? Legislation, Competition, Social Justice, Survival? Other?
<p>Research question 3: The country Does the country's political context impact on the way the leaders manage their racially diverse teams?</p>	<ul style="list-style-type: none"> • How does the country's political context impact the dynamics of your team and the way you manage your racially diverse team members? • Do you alter your leadership style in response to the country's political context? If so, How? • How do you define your current leadership style?

4.7 Data Analysis

According to Thomas (2010), searching for meaning through interpretation of the data collected through interviews is one of the most important aspects of data analysis in qualitative research studies. All interviews will be recorded, transcribed and then coded to identify related themes of factors which contribute to the effective management of a racially diverse workforce. The researcher followed the data gathering and analysis approach depicted below to execute the study effectively:

Figure 4.1. Data gathering and analysis 1



1. Conduct face-to-face interviews with leaders in the identified sample. The interviews will be recorded and additional hand written notes will be drafted by the researcher.
2. The recorded files will be transcribed using a combination of manual and electronic data transcribing software.
3. Data from each of the transcribed files will then be coded using Atlas.ti (qualitative data analysis and research software programme).
4. Codes will then be analysed and categorised into code families and or sub-categories.
5. Categories of responses will be divided into related themes and analysed to search for emerging theories.
6. Assertions or theories will then be formulated based on the analysis of the emergent themes.

The researcher also made notes of non-verbal communication expressed by respondents throughout the interviews process to be included in the data analysis process. Some direct quotes from the respondent were also incorporated to extract the authenticity and rawness of key messages as they were articulated by the respondents.

4.9 Ethical Considerations

Research ethics are defined as “the appropriateness of the researcher’s behaviour in relation to the rights of those who become the subject of the research project, or who are affected by it” (Saunders & Lewis, 2012, p 74). The researcher is bound by the ethical principles and standards set out the Research Ethics Committee of GIBS (REC) at all stages of the research. Respondents were assured that their participation was voluntary and that they would not be coerced into responding to questions with which they were

not comfortable. The researcher is also aware of the sensitivity of the research topic and endeavoured to uphold the privacy, confidentiality and anonymity of the participants throughout the research process.

4.10 Conclusion

The justification of choosing a qualitative research methodology, to arrive at meaningful themes to identify strategies which can be adopted by leaders to effectively manage a racially diverse workforce in a corporate workplace, was justified in this chapter. The rationale for the choosing interviews as a data collection instrument and the data analysis approach was also discussed. The chapter ended with a description of the limitations of the study as identified by the researcher, as well as a list of ethical considerations with which the researcher needs to be cognisant throughout all stages of the research study.

CHAPTER 5: RESULTS

5.1 Introduction

In this chapter the results of the research study are presented in accordance to the Research questions formulated in Chapter 3. This section gives a descriptive presentation of the findings from the analysis of data collected through semi-interview process.

5.2 Description of sample

A list and description of the participants chosen for this research study is presented in Table 5.1 below. As highlighted in Chapter 4 (the research methodology chapter), a combination of purposive sampling was applied to select the participants who are Top Managers and Senior Managers in the Financial Services and Manufacturing sectors. The researcher carefully selected a set of participants with bio-demographic (age, race and gender) as well as cognitive diversity (domain knowledge, management experience and management tenor) in order to get different viewpoints. In order to determine the appropriate participants to interview, all participants had more than three direct or indirect reports belonging to two or more racial groups.

Table 5.1
Details of participants

No	Pseudo Name	Race	Gender	Industry	Level
1	Neo	Black	Female	Financial Services	Top Manager
2	Lin	Indian	Female	Financial Services	Senior Manager
3	James	White	Male	Financial Services	Senior Manager
4	Vuyo	Black	Male	Financial Services	Top Manager
5	Sipho	Black	Male	Manufacturing	Top Manager
6	Mpho	Black	Male	Manufacturing	Senior Manager
7	Rob	Coloured	Male	Manufacturing	Top Manager
8	Kamo	Black	Male	Manufacturing	Senior Manager
9	Sandy	White	Female	Financial Services	Senior Manager
10	Nolo	Black	Female	Financial Services	Senior Manager
11	Tatenda	Black	Male	Financial Services	Senior Manager

5.3 Results for Research Question 1: What values are considered to be effective in managing racially diverse teams?

The researcher seeks to obtain the core set of personal values which are effective in managing a racially diverse workforce. The researcher wants to gain a deeper understanding of how leaders apply their own personal set of values when managing their teams. Responses to the questions posed under this research question will assist

in defining the set of principles and competencies required to effectively manage diverse teams in a corporate environment.

5.3.1 Determining the number of working years' experience in the organisation and the current role

The main objective of this interview question was to determine the working experience of the participants in the organisation and also in their current role. This question was twofold as the first part focused on the working experience in the organisation and the second part on the role. The table below shows that a significant number of the participants had either been with the organisation for less than five years or between 10 to 15 years.

Table 5.2
Determining the working experience in the organisation

Rank	Constructs	Frequency
1	0-5 years	5
2	10-15 years	4
3	5-10 years	1

Most of the participants had been with the organisation for less than five years. A significant amount of the participants had been with the organisation for more than ten years but less than. Only one participant had been with the organisation for more than five years but less than ten years.

The second part of the question sort to understand the number of years the participants had been in their role. As shown on the table below most of the participants had been in their role for less than five years.

Table 5.3
Determining the working experience in the organisation

Rank	Constructs	Frequency
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1	0-5 years	7
2	5-10 years	1

Most participants had been in their roles for less than five years. Only one participant had been in their role for more than five years.

5.4 Rating the executive leadership team with regards to diversity in the organisation

This interview question prompted the interviewees to reflect on their current executive leadership team and rate them according to the diversity in the organisation. This interview question was phrased in a manner that allowed the participants to assess the executive leadership and rate them and to further elaborate on the reasons for rating them in that manner. Not all the participants were able to give a rating in terms of diversity in their executive leadership team but all participants explained the extent of diversity as shown on the table below.

Table 5.4
Understanding the executive leadership team with regards to diversity in the organisation

Rank	Constructs	Frequency
1	Top management dominated by White Males	12
2	Imbalanced Composition of Race Diversity	8
3	Varies by Levels and Departments (Black at the bottom/support function)	6
4	Diversity is Driven by Top Management	3
5	Good composition of Race Diversity	3
6	High Female to Male Ratio	1
7	Balanced Female to Male Ratio	1

Interestingly a majority of the participants were of the view that the executive leadership team in their organisation was dominated by white males. One of the participants when probed to rate the leadership team in terms of a rating of one to ten, gave it a rating of three and attributed this to the fact that that top management was dominated by white male mentioning that *“My executive team is almost completely Caucasian with predominantly male”*. Supporting this statement was another participant who also commented that *“And the organisation is still largely very patriarchal, White dominated”*. The participants were concerned that because the leadership was dominated by white people it was then difficult for the organisation to drive transformation with one of the participants insisting that

“And so the diversity and transformational aspect of the organisation is still largely influenced by people who themselves are not transformed. And it is often indicated that transformation is a big agenda from the executive level and this goes all the way to the chief executive of the enterprise, as a whole”.

Some of the participants were of the view that there was an imbalanced composition of race diversity in the leadership team. One of the participants explaining the makeup of the leadership which was described to be dominated by white people articulated that

“Oh my goodness gracious. So it in terms of diversity, if you look at before the structural changes, there used to be this Global Business Forum. The Global Business Forum pretty much had about fourteen White people and then there were four Africans and one Indian. From that – so in total that’s what? Fourteen plus five, that’s nineteen and in that there were four women. So you can just see the mix. We are not as diverse as we should be”.

When questioned to rate the organisation between one and ten in terms of diversity, she rated it as *“Goodness gracious. We are at two. I mean just by the composition, based on the composition”*. Another participant attributed the imbalance in race diversity to the demographics in Cape Town articulating that

“It’s lily white. It’s lily white. My sponsor is the only person of colour and when I say colour, he’s not even a black, he’s a coloured. But let’s take a step back because there is a question that you ask all over the country. This is the typical syndrome of a typical Cape Dutch firm. So what are the demographics in the

Cape first and foremost”?

Further explaining the demographics mentioning that

“And what are the economic and professional demographics. We have to answer that question. So, the Cape is predominantly what? You have whites, affluent, you have coloured, second class you have blacks, third class. So it you’re in the Cape, in whatever space that you operate in, you are bound to find that kind of makeup. But our head office being in the Cape, being in Stellenbosch for one, what do you expect to find? There’s the first problem”.

Some of the participants were of the belief that it varied by level and department highlighting the fact that black or African people were generally more dominant in lower levels and support functions but not in executive leadership positions. One of the participants mentioning that the support functions were generally diverse however not in top management or leadership, detailing that “

“Also in positions where guys in PNL which is your profit and loss, you know, you find that our guys or perhaps maybe people of colour are given sort of, you know, soft areas, you know, which is your HR and all these areas but where the decisions need to be met, you know, in the Qunasi credit or in management PNL which is coverage, I think in that area there is still a bit of some work that needs to be done”.

Further reiterating this point was another participant who highlighted that

From a junior management perspective, I think we’re quite well represented and diverse on that level with the majority being from designated groups. So it’s just at our middle management which feeds our senior management level that we need to actually work on.

5.5 Understanding the definition of the culture of the organisation

This interview question required the participants to define and describe the culture of the organisation. The participants were requested to elaborate on the view based on their experience in the organisation and in their current role. This interview question was analysed in a manner that highlighted the behaviours and also the reasons for their view. The table below illustrates the main constructs that emanated from the interviews.

Table 5.5
Understanding the definition of the culture of the organisation

Rank	Constructs	Frequency
1	Lack of Transformation and Diversity	9
2	Flat Organisational Structure	6
3	Hierarchical	5
4	Harmonious and Collaborative	4
5	Micromanagement	4
6	Lack of Empowerment	4
7	Bureaucratic	3
8	Work Hard Play Hard	3
9	Corporate Politics	2
10	Social Events	2
11	Entrepreneurial Culture in the Organisation	2
12	Rewards and Recognition	2
13	Patriarchal	2
14	Inclusive	2
15	Operates within Frameworks	1

Essentially many of the participants were of the view that the organisation was characterised by a lack of transformation and diversity and that was the general culture of the organisation. One of the participants explained the culture in his organisation in the context of diversity and transformation stating that

“I think the culture of the organisation is one of being traditionally, if you look at diversity, it would be traditionally white executives that used to be running the company with the lower level jobs being more occupied by designated groups and from a culture perspective it was always a micro-management culture”.

Another participant also supporting this view mentioning that transformation should fundamentally be driven by management highlighting that

“You will always run into the unintended consequence of it then becoming a problem rather than an opportunity. And I think with the adoption from senior management to then embark on this transformation journey, it has become much easier to actually now implement the transformation journey than what it was before”.

Another participant was of the notion that his organisation was more focused on transformation rather than diversity mentioning that

“And if you look at transformation versus diversity, I think that – I always say that transformation is secondary to diversity, because diversity is much more than just the transformation in the South African context. But transformation agenda was there and it’s still underway at the moment where we are, I mean not force, but we have to meet employment equity goals. And I think by just meeting employment equity goals and disregarding the fact that our diversity management also has to be a focal area”.

Another participant raised concern that there was no desire to change the status quo articulating that

“And when you look at the organisational design and the culture from all those banks, have always been White. Where South Africa as a nation is – so, you know, it is not an error of the bank itself. But there is no effort or, I suppose this is my opinion, to disempower the patriarchal sort of like Caucasian view into a more transformed integrated view that enables the entire organisation”.

Some of the participants were of the view that the culture of the organisation was characterised by a flat organisational structure. One of the participants articulated the structure in his organisation as flat which is important for collaboration between business units, emphasising that

“Definitely, going back again to my direct manager and his team, I’d say it’s a flat structure, you don’t feel the hierarchy and you know that there’s these like certain levels. It’s quite, it’s not hierarchical, it’s more of a supportive nature which is really nice but going higher into the organisation and definitely across the group, the hierarchy definitely comes into play. Engagement with other business units and other segments and other areas in the bank, it also does play somewhat of a role in terms of who you are and what role you are. You know, provides the ability to what you need to get for your business, so definitely it comes into play on a larger scale.”

Another participant explained how his organisation had restructured in the past few years which changed the structure from hierarchical to flat articulating the journey in his organisation as

“So, 3 years ago, they’ve restructured the organisation to make it slightly flatter. It was always hierarchical. So I think it’s been trying to be progressive from an inclusion point of view, so the deliberate change 3 years ago was to make the structure flat and make it inclusive ... So I think it’s been trying to be progressive from an inclusion point of view, so the deliberate change 3 years ago was to make the structure flat and make it inclusive. It moved from these hierarchical levels to roles. So the role is one role but it’s like much wider or deeper if you get my point, whereas the levels were multiple levels that now makes up one role. So as a result it’s left few managers leading in a role with subordinates reporting to them. So the intent, the deliberate intent is to make it inclusive to a point where any changes or any new appointments has to be questioned. And I don’t know, maybe it’s coming”.

Some of the participants were of the view that their organisation was hierarchical. One of the participants highlighting the hierarchical structure in the organisation mentioning that

It’s very hierarchical, so in the sense that there’s one senior manager or actually executive, that executive has maybe two managers underneath him. And from there that entire team reports into those two managers and up into the executive, so she likes to keep a close hand over everybody without empowering people by giving them responsibilities and ownership for each of the functional areas and different tasks within the department.

5.6 Evaluating the number of people reporting to the participants directly and the makeup of the team in terms of racial diversity

The main objective of this question was to evaluate the number of people reporting to the participants and the makeup of the team in terms of racial diversity. The first part of the question sought to get an idea of the number of subordinates as shown on the table below.

Table 5.6
Determining the number of subordinates

Rank	Constructs	Frequency
1	5-10 Subordinates	4
2	1-5 Subordinates	2
3	10-15 Subordinates	2
4	15-20 Subordinates	1
5	20 - 50 Subordinates	1
6	50 or more but less than 200 Subordinates	1

Four participants had subordinates ranging between five and ten. Two participants had between one and five subordinates whilst another two also had between 10 and 15 subordinates. There was one participant who had between 15 and 20 subordinates, another participant had between 20 and 50 subordinates. One participant had more than 50 subordinates highlighting that

“I’ve got about 150 staff mainly here in Jo’burg, four offices, one in Fairlands, one in Bedfordview, one in Bank City and one in Sandton”.

The second part of the question sought to understand the makeup of the teams in terms of diversity. The main constructs that emerged from the interviews are illustrated on the table below.

Table 5.7
Determining the diversity of the team

Rank	Constructs	Frequency
1	Racially Diverse (50% or more are Africans)	10
2	Gender Diverse (50% or more Females)	4
3	More than 50% of the Team is made up of White Subordinates	1
4	Females only	1

A majority of the participants were of the notion that their team was racially diverse with more than 50% of the team made up of Africans.

5.7 Understanding the team's performance

The main objective of this interview question was to understand the team's performance and how the leadership of the participant had influenced the performance of the team. The main constructs highlighted by the participants were related to the fact that there was more cohesiveness in the team, the performance had improved and that the team was now autonomous as shown on the table below.

Table 5.8
Understanding the team's performance under the new leadership of the participants

Rank	Constructs	Frequency
1	Cohesiveness	11
2	Performance has improved significantly	8
3	Changed from being Micromanaged to more Autonomy and Independence	7
4	Job Matching Process	5
5	Clear Objectives, Goals and Deliverables	5
6	Performance varies by Individual	4
7	Inherited a well-performing team and nothing has changed	4
8	Diversity has improved Performance	4
9	New Technology has improved Performance	3
10	Motivated and Enthusiastic as a result of Recognition and Value	3
11	Implemented Governance Processes which led to an improvement in Performance	2
12	Performance is Substandard	1

A majority of the participants were of the view that there was more cohesiveness in the team which has contributed positively to performance. When probed on how he managed to ensure that the teams worked together, one participant responded by saying

“It’s more around the people side of it. The people working together, understanding their strengths, I’ve done work with them on the strength side and all those things. These are their strengths, this is how you play to the people’s strengths, understanding. Firstly, having cohesion. It is very important to have cohesion. It’s very important we have common agenda. So the common agenda that I have said of course was all this problems that had occurred in the past, whereby we were not meeting operation, output operation volumes, being a fairly new plant, out expenses were quite high”.

5.8 Assessing how the diversity of the team contributed to the overall performance of the team

This interview question focused on assessing how diversity in the team had affected overall performance of the team. The constructs that emerged from the participants are illustrated on the table below.

Table 5.9

Determining how the diversity of the team contributed to the overall performance of the team

Rank	Constructs	Frequency
1	Diverse Views and Perspectives	13
2	Diversity enables the organisation to relate better with Diverse Customers	12
3	Ensures Integration and Cohesiveness in the team (Social Intelligence)	10
4	Ability to understand Management by Diversity	4
5	Fear of Raising views	3
6	Diverse Leadership enables Employees to be Aspirational and Motivated	3

A majority of the participants were impressed with the fact that diversity in the team encouraged diverse views and perspectives. One of the participants highlighting the diversity in views and perspectives in his team, mentioning that

“I think it brings different views and different ways of thinking to the team so that every person as an individual has got a different view of things. And I think it just brings a different dynamic, so there’s a lot of, you know, the guys joke around a lot with each other and mess a bit, and it’s all in jest”.

Further supporting this view was another participant who detailed the fact that a diverse team brought different strengths in the team, highlighting that

“It always performed very well, and then now also performs, but here’s the

difference that the diversity or the mix brings to the table is the fact that the dynamics that you can use actually different individuals for different strengths. They bring different strengths to the table. I mean like now we're running a program where we're dealing a lot with local communities, then you pull on the strengths of the people who understand the local communities".

A significant number of the participants were of the notion that diversity enabled the organisation to relate better with diverse customers. The participants believed that having a diverse team enabled the business to increase its market penetration in diverse market which had a direct positive impact on performance. One of the participants specified the diverse market that their organisation serves which relates well to the diverse team in the organisation articulating in detail that

"It does, so I think there's the old and new then there's the race element, there's the upbringing, you know, so if you had to look at all these sort of, you know, stuff because end of the day as human beings, you know, how we progress in life, winners default to upbringing, and how we're brought up and what values do we perhaps maybe consider to be key in our lives. It is always important that when you build a team, it is quite diverse, because for a number of reasons, one for the type of clients that we serve, because we serve different demographics, we serve clients throughout I think we have about 90 000 clients that we service".

Further describing the diversity in the customer base, the participant reiterated that

"Those clients are people from different type of industries, diverse, white, black, and yellow, whatever you want to call it. So it is also important that the type of clients that we serve is reflective from our teams, so at least when I engage, you know, an individual, yes, I will engage them about the products at Company X but more importantly I need to make sure that I connect with them on a personal level. For me I think that is important because sometimes that is where we miss the point because it is good to sell a product, but if you cannot connect with your client it means that there is no foundation here".

Another participant supported this view emphasising the importance of a diverse team to ensure that one serves a diverse market, emphasising that

"The diverse nature of the team has contributed in a way because if you look at certain segments of the market that we serve, you find that, you know,

depending on if it is a black person that is looking after, you know, township outlets and all that, there's a very positive response. But if you place a white person they will even be very hesitant or scared to be going and they become a little bit very tentative, so to speak".

Some of the participants were of the view that diversity ensures social intelligence. One of the participants articulated in detail how diversity brings integration and cohesiveness in the team especially when the team understands the values and the backgrounds of the people in the team, highlighting that

"But I think it just brings that closeness together with the guys, the bond, the relationships are there and I think it's a respect thing. As long as people respect each other for what they know then I think that helps with that delivery ... Everyone's got a story to them and it's understanding what is that person's story and that often then influences people's behaviours and why they might do things. And it's understanding that and not making assumptions but always understanding what is this person's story. What is it their belief because a person's belief is actually how they're going to respond to something or do something. So it's to understand why a person is doing that it's because of their belief, their story, their, their history, their background".

Supporting this view was another participant who also highlighted the importance of social intelligence specifically making reference to language specifying that

"In terms of language, really understanding the difficulties and not isolating certain individuals. There are certain individuals that are very interested that might be white and wanting to understand exactly what the dynamics are, but naturally, someone who comes from the same environment quickly can grasp the complexities, the challenges and they can run with the program".

Another participant further reiterated this point mentioning that

"Particularly if you need to expedite, accelerate, and so forth. So because of the different makeup of the team, the upbringing is different. The understanding of issues can be different, and that, that's why I say you need now to know who is strong where, and then pull them in as, you know. But quite importantly, in doing that you need also to be open about it".

5.9 Understanding the values and leadership traits that have contributed to successfully managing a diverse team

The main objective of this interview question was to probe the participants to describe the values and leadership traits that have contributed to them successfully managing a diverse team. The participants were probed to refer to their experience when responding to this question and in some instances refer to examples to support their responses. The table below gives an overview of the main notions that emanated from the conversations.

Table 5.10

Understanding that the values and leadership traits that have contributed to successfully managing a diverse team

Rank	Constructs	Frequency
1	Cultural Awareness	14
2	Self-Awareness	10
3	Emotional Intelligence	9
4	Honesty, Openness and Integrity	8
5	Mutual Respect and Trust irrespective of race and gender composition	8
6	Contextual Leadership Intelligence	7
7	Social Intelligence	7
8	Inclusive Leadership Style	5
9	Constructive Criticism	4
10	Fairness irrespective of Race or Gender Composition	4
11	Recognition, value and Appreciation	3
12	Open Communication	3
13	Refrain from Prejudice	3
14	Maturity	2
15	Participative Leadership Style	2
16	Intuitiveness	2
17	Stewardship	2
18	Supportive	2
19	Help Identify Strengths and weaknesses	2
20	Humble	1

21	Mentoring, Coaching and Developing	1
22	Flexible	1

The participants had differing views on the traits and values that had contributed to the successful management of a diverse team. One of the traits mentioned was cultural awareness which basically involves the ability of being aware of differing cultural values, beliefs and perceptions especially when interacting with people from other cultures. One of the participants explained the importance of understanding people's culture mentioning that

“So I think in South Africa we can often fall back where we actually ridicule each other around our race, so, you know, like you go, like a blonde person did this or, you know, you have stereotypical and it's not to play into that, so like, we mustn't also joke with each other about the negatives about our race ... We think sometimes that's breaking for me, it's not, like rather celebrate the good things about all of our races, and for me it's all about that and it's also understanding everybody's diversity also includes religion, like understand Eid, understand Christian holidays, understand Jewish holidays, understand people who are atheist and not celebrate any of these, rather celebrate that, so for me, back on the question, how do you describe values and leadership, I think we've just got to understand everybody is an individual and need to celebrate their individuality and how that adds to a collective”.

Another participant also mentioned the importance of understanding people's background commenting that

“I need to acknowledge that I'm different before we can manage the diversity. So for a leadership perspective I think that it's the acknowledgement of that we're different and that we actually come from different backgrounds and that we have to put in the effort to manage it. It's not just something that's going to happen by itself. I think the fact that I was younger or is younger is actually putting, maybe from their side a much more difficult disposition as well for them”.

Another participant also narrated his background which had allowed him to gain cultural awareness specifying his background as

“I mean I’ve got a member in my team who comes from a mixed race mother and father. Mother’s side of the family is half coloured, half black, the father’s side is black. Father is Zulu, mother is half Zulu, half coloured ... But it’s just showing that her as a person, because she has such a diverse background herself, could relate more to the people on the team, whereas for instance, and I mean it’s simple stuff like, I hope I won’t get repeated but, like for instance, for instance, funerals in the different cultures. It’s totally different”.

Echoing this view was another participant who also mentioned that

“Different regions, different ethnicity, different language, all of those, you also need to unfortunately, as a leader, be aware of those, okay? I’m talking to another guy from North-West, talking to a Xhosa guy from Eastern-Cape. For him, when there’s a circumcision ceremony, it’s important. I can’t say, John, I don’t practice that or you get – it’s that. So that’s that diversity. So now, to your question, how do you then manage and make them understand? With difficulty, but again, I spoke earlier about openness. I have session where we deliberate openly about things”.

Self-awareness was also highlighted as an important trait in successfully managing a diverse team. One of participants highlighted how as a leader it was important to be self-aware in terms of how different you are from the team and how that awareness can be used to build the team, articulating that

“So I think it’s very important that the leader themselves needs to acknowledge so actually depart from the point of the acknowledgement and say, you know what, we are working with a diverse team. I think like someone said previously as well is that for a racist to know that – for racism to actually be solved or to be counteracted is that a racist first have to admit that he’s racist. The same with diversity is to actually say, I am different”.

The participant further reiterated the importance of knowing yourself as a leader in order to manage a diverse a team, specifying that

“I need to acknowledge that I’m different before we can manage the diversity. So for a leadership perspective I think that it’s the acknowledgement of that we’re different and that we actually come from different backgrounds and that we have to put in the effort to manage it. It’s not just something that’s going

to happen by itself. I think the fact that I was younger or is younger is actually putting, maybe from their side a much more difficult disposition as well for them”.

Another participant explained that self-awareness enabled alignment in the team stating that

“But from a different point of view is to say, let’s work on actually working on the same goal. Once we know that we’re working towards the same goal and that our individual contributions is going to get us there, I think that will diffuse a lot of the challenges that sits within the diversity management. And then it’s to start from basis of values and the calibration of whether our values are aligned. It might not come from the same set of values, but there will be overlaps of values that actually will be aligned”.

The third trait mentioned was emotional intelligence which basically refers to the ability for one to be aware of their emotions and to be empathetic. One of the participants highlighted the importance of empathy emphasising that

“I think the challenges there is the inability to have empathy for where the person is coming from. Maybe not sympathy, because I think we shouldn’t be departing from a point of sympathy but from a point of empathy. So try to put yourself in the shoes of the other person”.

Supporting this view was another participant who specified that *“being emotionally intelligent that you’re normal and making them understand that we are all human beings guys. I’m a boss here but I’m a human being, so that helps”*. Another participant also highlighted this perspective of emotional intelligence stating that

“It’s about empathy, and I think at a certain level with the organisation, or at a senior management level, you have to be able to exercise that. I always believe that it’s not about having the ability to crack the whip. It’s about how do you, from a leadership point of view, get people on board and to ride with you. There’s always this analogy of, you’re the general of an army, and you’re going into battle. And as you say charge, and you look behind you, you want to see that your soldiers are right there with you”.

Further echoing this view was another participant who also emphasised the importance of emotional intelligence adding that *“Empathy brings a lot of that, respect brings a lot of that”*. Further reiterating this point was another participant who also highlighted the

importance of being empathetic to people's family setting highlighting that

“Also, understanding that whilst they are, I think it goes back to understanding again, also understanding that while they do work and project management is a difficult role, they also have families and, you know, how do they also manage that while continuing to performing optimally because obviously I have two females in my team and they've both just had kids versus the male who, obviously his wife takes on the more dominant role with the kids”.

Some participants highlighted honesty, openness and integrity as important. One of the participant was of the view that openness was important because it allowed the team to voice out their feelings narrating that

Also I think being sort of, you know, open, I think for me that speaks volumes, you know, guys or teams always want to be led by guys that are always willing to listen. As the manager, I am not the one who, that is supposed to be speaking all the time, I need to make sure that, you know, I sort of carry my troops and I need to make sure that I give them a voice and if we succeed then I need to make sure that they are the ones that take the accolades.

Another participant supported this view highlighting the importance of an open door policy reasoning that

So for me I think when you look at management style, I think it is open door policy, you know, it's democratic type of style, you know, and at the same time I also want to inspire individuals, you know, and give them a platform to play. The only thing that I always do wherever the blockage is, that is where I need to come in and make sure that I take out all those blockages and, you know, let them do sort of whatever they want.

Another participant also mentioned the importance of integrity that

“Integrity, to summarise it, it's about say what you mean, and mean what you say. It's as simple as that. If I say I will do this, commit to it. If you're not sure, at least make sure that people are aware that this is what you're doing and the steps that you're taking”.

Another participant reiterated this view highlighting that

“And regardless of what that looks like, if you know that you have a responsibility to lead it with care, then you, yourself, are going to do it with honesty, with integrity and you are going to respect the approach in which you approach every individual that is within the team”.

The participants also believed that mutual trust and respect was important irrespective of gender or race. The participants expressed the importance of mutual respect and trust as follows:

“One thing that I, or the one value that really always comes up top, for me its respect, irrespective. Irrespective of preconceived ideas or, respect equally for everyone. Or shall I say respect differently because people are also different. What I mean by that is because me knowing this person better, I know what’s expected, but I would equally give them respect based on also, based on the diverse makeup. Meaning, I understand when I speak to, I’ve got a very senior person who’s black in my team. I understand that he respects my authority, but when I talk to him, him being also very traditional, there’s certain respect that I offer back. If you understand me, how I approach him, how I – as a result I get a lot of miles from him. So respect is one of them. And then I think integrity. And that speaks to your team knowing that if you’ve promised or you’ve said something, you will stick by it and you will follow through on what you said, and consistently so for everyone . So the things I always think about is, is be humble, for me it’s that being humble and trust. So when I trust the guys in my team and I know that I can trust them to do what they need to do then that’s great and then things happen But if I don’t trust them that’s when you step in as leaders to say okay, well is there a problem here and you’ve got to deal with it, is there performance issues or is there – you know, what is the problem or there might not be a problem”.

5.10 Determining a racial challenge and how it was handled

The interview question requested the participants to refer to an event in their experience that involved a racial challenge. The main objective of this question was to understand how the racial challenge was addressed. The first part of the question requested the participants to describe the type of racial challenge as shown on the table below.

Table 5.11
Determining the type of racial challenge

Rank	Constructs	Frequency
1	Racially Insensitive/ Improper Remarks or Jokes	3
2	No Direct Racial Challenges	3
3	Prejudice against a particular race	2
4	False Accusation of Discriminating against an Employee	1
5	Unfair Dismissal based on Race	1

The participants referred to the racial challenges to have been related to racially insensitive or improper remarks or jokes. The participants expressed the incidences as follows:

“Actually we had a client that was complaining about someone using the word – so what happened is that they went to our training centre. You should employ more black people and you need to – because this is the words that the person used

I’ve had one of my teams where we had a lady and a guy, a Black lady and a White male, a White Afrikaans male, and the chap was quite outspoken but he just had this dry sense of humour. So everyone laughs and thinks it’s funny but some people, it can get a bit much and eventually it’s like enough.”

Other racial challenges mentioned were described by the participants to have been related to prejudice, false accusation and unfair dismissal. The participants expressed their experiences as follows:

“It was actually very uncomfortable because I used to work for an individual who I knew was acting in a racial way or racial biased, only giving certain positions to white people. Excluding black people and also not giving belief in black people, like he felt that they couldn’t do the job, he wouldn’t say that directly but you could judge from the way he acted

so one of the situations that happened was one of my direct reports who is a white male, they had not done what they were supposed to do in the sense that every Monday I meet with my team and you do a report and say, this is what I was involved last week, this is what I did, this week these are my plans

In my previous organisation they decided: Okay so we want to do- I thought that it was a decision that was made to dissolve roles. And when I started probing and questioning that how it was, that it came about, how the decision was made, it became very clear that it was a person thing”.

The second part of the question sought to understand how the participants had handled the racial challenge as shown on table below.

Table 5.12
Determining how the racial challenge was addressed or handled

Rank	Constructs	Frequency
1	Engaged with Human Resource	8
2	Understanding of Intention and Mediating	3
3	Address Racial issues in Public Forums	2
4	Focus on Key Deliverables because racial challenges occur everyday	1
5	Split the two parties involved in Conflict	1
6	One-on-One discussions with all parties involved	1

It is not surprising that a majority of the participants were of the viewpoint that they had requested HR to intervene in the racial challenge with one of the participants explaining his action of involving HR as

“And then what happened is so we had the discussions but then we actually, I got HR involved as well because you could see where these conversations are going between the two of them, it was getting quite heated; and just to have another, neutral party into the discussion”.

Another participant highlighted the importance of involving HR to ensure objectivity reasoning that

“So I could see the whole person changed, they went red and all that kind of stuff

and I was like, okay, pause, then afterwards I was like, okay, afterwards called them into the office and of course I called HR in to say, because normally when you speak to a person you need to have another person with, you know, so that you just have a second opinion on the situation”.

One of the participants described a very unfortunate event whereby he involved HR and there was nothing done about the incident, describing the situation as

“So for me, what was very disheartening is I raised it to HR but unfortunately they weren’t able to do anything because of his position of power within the organisation. So I think for me I would love to tell you a beautiful story how we dealt with it correctly and were able to solve it but we actually got to a road block where we couldn’t because of the position, the person’s power ... So I think for me, when people talk about having racial diversity and any type of diversity from senior management down, you can have as much diversity as you want at junior and middle management but until it reaches senior and executive management, there’s going to be no real change because people are too scared to challenge at that level.

And I think that he was not even referring to the race part, because I asked him, so when you used these words, what was, this is what the client thinks the perception was, this is the perception of the client”.

This participant stressed the importance of being proactive and addressing this issue in public by highlighting that

“But I think the fact that you do it openly it somehow helps with creating the boundaries that are necessary. So as much as they treat you in a particular way, they might treat other people in a particular way but they would tiptoe around you because they know that you’re not going to take it”.

5.11 Research question 2: To what extent do the organisation’s systems assist or hinder the effectiveness of leaders to manage racially diverse teams?

The main objective of this research question was to understand the extent to which organisational systems, such as human resource policies and procedures for hiring, performance evaluation, remuneration and promotion decisions, impact on the leader’s

effectiveness in managing a diverse workforce. In addition, the research question sought to understand how human resources-related decisions remained free of bias. Furthermore, the research question aimed to understand the effectiveness of diversity management practices adopted by organisations.

5.11.1 Understanding the organisation’s Human Resource Management policies and procedures (hiring, performance evaluation, remuneration and promotions) in order to enable effective team management

This interview question required participants to assess and describe their understanding of the organisation’s human resource management policies such as recruitment, performance evaluation, remuneration and promotions. Participants were required to draw from the personal experiences in their current roles in explaining how they perceived the HR policies of their organisations. The views of the participants are presented in Tables 13-16 below, split according to each of the four categories.

5.11.2 Human Resource Management policies and procedures: Hiring

Table 5.13

Human Resource Management policies and procedures: Hiring

Rank	Constructs	Frequency
1	Employment Equity Targets are taken into consideration when hiring	10
2	Recruitment Policies and Procedures are NOT strictly adhered to	9
3	Recruitment made purely on the basis of skills and experience match to job description	5
4	Recruitment Policies and Processes are relatively effective	4
5	Recruitment Policies and Procedures ARE strictly adhered to	3
6	Talent Management and Succession Planning are taken seriously	2
7	The advancement from junior and middle management to senior or executive levels is still a challenge	2
8	There is still some level of bias in recruiting (e.g. racial)	2
9	Recruitment Policies do not encourage growing talent internally	1
10	Recruitment Policies are only applied when recruiting at the senior level of the organisation	1

11	Cognitive and Personality type assessments are used to inform hiring decisions	1
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In responding to this interview question, the majority of participants agreed that employment equity targets were taken into consideration when hiring in their organisations. Pointing out that employment equity was broadly a benefit towards redressing the ills of the past in South Africa, one participant also pointed out that in some instances it was an inhibitor stating that *“That is sort of like what the norm is out there right now. That is both an inhibitor, you know, and a benefit”*. The participant further added *“I think our sort of, you know, policies clearly spell that we need to start hiring guys from previously disadvantaged, you know, backgrounds”*. Another participant confirmed that within their organisation, the recruitment policies and procedures only appeared to be effected when recruiting senior level managers saying *“You know, I have seen a number of guys that, you know, at slightly senior positions standing for some time and a lot of them keep on leaving and the question is, are the HR policies perhaps might be applied at senior level or not”*. The participant pointed out that the HR policies were seemingly not being adequately applied when recruiting at the lower levels of the organisation indicating that *“Because HR policies clearly spell that we need to promote people of colour, you know, but we find that in the lower levels we do that very well but at that level we are not doing it”*. More participants confirmed that employment equity targets were taken into consideration, with one participant indicating *“I think the EE policy; obviously we have priority so we look at our CVs and we obviously do look to our EE candidates first”*. Most participants further indicated that they believed there was benefit in adhering to employment equity targets when recruiting as *“They support progression. They support diversity. They are very open and deliberate. Wow, it’s even now in our strategy intent or call it, what’s that thing, you know, mission and what not. It’s there. And since reorganisation, it’s very clear. It’s very deliberate”*, the participant explained.

A significantly high number of participants were of the view that recruitment policies and procedures are not strictly adhered to in their organisations. Most participants acknowledged that recruitment policies and procedures had been put in place; however the implementation and monitoring thereof were not effective. As one participant articulated their viewpoint, stressed

“My views were that the policy has been in existence for 3 years, but I believe

that execution is lacking in the sense that it's not fast enough, and it's linked to an incentive structure but because it's weak from a, meaning it's not punitive enough, even if you don't meet the targets, so nothing actually changes behaviour. "

One other participant expressed their frustration as what appears to be deliberate manipulation of the employment equity recruiting process, expressing the view that

"So I think, so hiring, so I think the one thing that irritates me about hiring is that what typically happens is, and I've seen it, I'm going to be open and honest here. Is when I was at my previous role, there would be the need to hire, for example, an EE candidate for a specific position, so typically what would happen is the rules, which I think are bad in HR, would say you have to see 5 EE candidates before you can see a none EE candidate. So typically they would scrape anybody up to see them as a candidate and then they would just say, well, we've seen 5 EE candidates no one qualified so we're going to go for the candidate we already pre-defined before the situation".

Another participant expressed a similar viewpoint simply stating that they believed some leaders were deliberately not hiring according to the company's employment equity targets. The participant went to the extent of saying

"I think in this case and this is where sometimes I've seen it come into play where again going back to where there's high leadership and there are Caucasian, it is definitely, their HR is somewhat always more supportive to them so there are certain roles that are frozen. But for those individuals it is unfrozen, they are able to hire people who don't have the correct credentials, people who, you know, get higher remuneration packages, they don't necessarily have the right expertise and it somehow flies under the radar".

Other participants acknowledged that while they believed employment equity targets had to be met, they made their recruitment decisions purely on the basis of skills and experience match to job description. As one participant explained their perspective, they indicated that

"For me that is an undistinguishing factor or it is not even a factor to say that I have two ladies, now I need to get another male in the group, it is purely based on experience, and also I look at potential, so what is the potential of the person, of the person in terms of what they've done and their potential to fulfil the role

and where it is, I want to take the team”.

Another participant who shared a similar viewpoint added

“So it’s about saying this is what the job needs. This is the competencies existing in that job. Let’s say, what role is Rob in at the moment? Is there any competency that’s matching his competencies? I mean competencies in his role that’s matching the new role’s competencies?”

5.11.3 Human Resource Management policies and procedures: Performance Evaluation

The second part of this interview question specifically asked for the views of participants in relation to the performance management policies that exist within their organisations.

Table 5.14

Human Resource Management policies and procedures: Performance Evaluation

Rank	Constructs	Frequency
1	Performance Management Systems and Processes function reasonably well	5
2	Clear Performance Objectives (KPIs) are defined to eliminate bias	5
3	Performance Evaluation Processes are not effective	4
4	There is a level of subjectivity in the Performance Management Process	3
5	Performance Management objectives are strictly adhered to	2
6	Performance Management Processes are extended to key strategic partner firms	1
7	Team Goals are defined collectively to encourage accountability	1
8	There are NO Clear Performance Objectives in Place	1

The views of participants were mixed in nature with one of the highest ranked themes

being identified as performance management systems and processes function reasonably well. Some participants were of the opinion that there were no significant issues that related to the performance management systems in their organisations. As one participant who shared their perspective stated, *“Performance evaluations, that isn’t an issue, the issue, because that’s discussed internally and we all know our teams worth and what the individual has contributed”*, while another participant confidently highlighted that the performance management systems in their organisation were good and standard across the organisation stressing

“Performance evaluations, that one I would say my organisation is very good because we use the same standard performance in our management system, or appraisal, you know, whereby you do what we opening the performance management and plan at the beginning of the year, and midyear, and then direct with your supervisor, so everyone is in the same standard up rise that you get”.

In addition to the view that performance management processes and policies function reasonably well, participants highlighted that there were clear performance objectives (KPIs) defined to eliminate bias in performance management. Articulating a view on KPIs one participant stated that

“This is how the guys are faring against their KPIs, KPAs as well as that the information is locked, the information is discussed and then people are actually managed on the same level. You know, there’s no bias around performance. But it starts with job descriptions being in place. Equal pay for equal work, you know, processes”.

On the contrary a high number of participants indicated that they believed performance evaluation processes are not effective within their organisations. While one participant acknowledged that there were other elements of human resources processes that they believed worked well, they expressed a sense of frustration with the effectiveness of performance evaluation processes arguing

“So from a performance evaluations perspective, like performance evaluation has never really worked, but what I’ve seen from HR I think in the hiring and the growing, well, the growing perspective I think we kind of like take a de facto standard of people and we kind of allocate it across, so if there’s an individual performing a business analyst role and if they’ve just entered it from like a support and maintenance role, or if they’ve been there many years, we kind of

tend to measure them on the same score card”.

Another participant expressed the view that not only was the performance management process ineffective, but they believed it was unfair. Expressing their dissatisfaction with the process, the participant explained

“Which I don’t think is fair because everybody brings something different, so for me I think you should be measuring people based on their, not their background but their history where they came from and not unfairly judging them. So for me, just because someone has only been in a role for a year versus someone who’s been there 10-years, the person who’s been there in a year could have grown more in a year than what that person has grown maybe in the first three years of their role when they were there, so I don’t know, performance evaluation I think needs to be relooked at because I don’t think we’re doing it any justice”.

Similarly the view by participants was that there is a level of subjectivity in the performance management processes in their organisation. Explaining the viewpoint, the participant pointed out that while there were defined processes in place, there was a level of subjectivity in the process and they often found themselves having to justify decision outside the scope of the performance measurement system. The participant expressed their frustration with the process as follows:

“The only concerns that come into play is when, for example, you highly rate somebody and then you now have to go and basically justify for that person, and there might not be, although there might be a few members that understand that person’s level of contribution there might be others that are perhaps not willing to give them quite a bigger load of, for example, the bonus pool. Or want to allocate it to their own people who are possibly from the Caucasian group and then it benefits that individual. So I’ve seen that happen which is often quite a sad thing”.

5.11.4 Human Resource Management policies and procedures: Remuneration

The third part of this interview question explicitly asked participants to express their impressions on the remuneration and rewards processes within their organisations

Table 5.15
Human Resource Management policies and procedures: Remuneration

Rank	Constructs	Frequency
1	Remuneration Policies and Procedures are Fair - In accordance with performance measures	4
2	Remuneration Policies and Procedures are Fair - In line with industry standards	3
3	Remuneration Policies and Procedures are Not Fair - Social Background	3
4	Remuneration Policies and Procedures are Not Fair -Gender Inequality	3
5	Remuneration Policies and Procedures are Fair - Equal pay for equal work applies	2
6	Remuneration Policies and Procedures are Not Fair - Unequal pay for the same level of work	1
7	Remuneration Policies and Procedures are Not Fair - Racial Inequality	1
8	Incentive and Bonus allocation processes are subjective and unfair	1

In responding to this interview question, participants openly shared their opinions on the remuneration policies within their organisations. It was interesting that overall the split in views between participants was almost equal. However, participants were able to articulate the reasons for the state of remuneration policies in their organisations which were used to come up with specific themes in answering this interview question. Most participants believed that remuneration policies and procedures are fair - In accordance with performance measures. Expressing these opinions, participants stated:

“So it’s only fair that they get the same remuneration, and then if there’s increases and bonuses, obviously it also depends on their level of outputs and what they’ve been able to contribute to the team. And I must be honest. I think in my current organisation it has always felt a lot fairer than previously. I feel that the structures to evaluate are more aligned to the structures of the performance bonus that you get. And again, remunerating for the delivery of the stuff so we often say we get paid to do our job, so just as an example, be a

project manager to deliver work every day”.

A number of participants agreed that remuneration policies and procedures are fair - In line with industry standards. Explaining the process followed in their organisation, one participant indicated how even at recruitment salary offers were benchmarked against industry standards to ensure fairness. The participant explained

“In terms of remuneration, I look at the overall team to make sure that everyone is there, so when they came in, I had an individual who was not on the same level as the other two project managers, and what I’m doing now was trying to get an equal footing across the team so that they all equally remunerated because they all handle the same level of projects, the same pressures, the same stakeholder”.

Some participants had contrasting views with most believing that remuneration policies and procedures are not fair as they relate to social background and gender inequalities. Speaking of the social background inequalities one participant said

“So corporates are saying, well, if I’m paying a white individual R500 000.00 but there’s non-white individuals coming in and he has the exact same qualifications and everything, but they’re willing to take R300 000.00 because they come from a rural area, they need to pay a student loan, they need to fund somebody, the corporates are taking advantage of that”.

Another participant echoing the same viewpoint stated that

“The other person who happens to be white, during their school holiday they had the opportunity to be working someone, so that counts as experience. Therefore when they come and start, the white person will be regarded, they have been in a work situation before therefore they won’t, even if they start the same day, they won’t be given the same remuneration”.

5.11.5 Human Resource Management policies and procedures: Promotion

The last part of this interview question specifically asked for the views of participants in relation to the promotion policies and procedures that exist within their organisations.

Table 5.16

Human Resource Management policies and procedures: Promotion

Rank	Constructs	Frequency
1	There is not an equal opportunity for all employees to progress	4
2	On-going Performance Development Planning	3
3	Succession Planning is not effectively implemented	2
4	An Independent Regulatory Body was put in Place (to eliminate unfairness)	2
5	Policies and Processes around Promotions are not clearly defined	2
6	Effective Talent Management Practices in place	1

A large number of participants indicated that they believed there were no equal opportunities for all employees to progress. Participants were of the opinion that promotions happened as a result of being part of a circle of networks or knowing certain people. As one participant explained *“from a promotion perspective, it’s all about networks, right, so it’s all about who you know and who can pull you up, and I don’t think we give everybody a fair chance”*. Adding to this notion of unfair promotion procedures, another participant suggested that people promoted people on the basis of how well they associated with them, for example age group. One participant stated.

“Ja, but to say no, no, we can’t have too many people here that then, it always happens that maybe you end up with the guys who you are trying to promote, they always sacrifice, I think we need to relook at it so that it is fair”.

On the contrary, a number of participants believed that their organisations were making an effort by ensuring on-going performance development planning initiatives were put in place to support the growth and development of employees. One participant explained

“In terms of promotion, so definitely I have had discussions with the team to see where they want to go with their career and what is kind of their 5-year plan, they not in a place right now where we can look at promotion but because I know where they want to go and I understand their strengths and also their weaknesses”.

Another participant who expressed a similar viewpoint indicated that

“I’m trying to better or kind of improve on that so that they are in a place in the next few years or few months to a place where I can have this promotion discussion with senior management to get them there”.

In support of the idea of growing talent, another participant explained how their organisation had measures to identify you and upcoming talent saying

“and what they do is ja, they’ve also got a talent review, it’s slightly different matrix where more career planning around where’s the person in that life cycle? Are you young and ambitious and bright-eyed, are you still learning but you’ve got a little bit more confidence”.

Furthermore some participants disagreed; saying that they believed succession planning is not effectively implemented in their organisations. As one participant pointed out

“and so I think the whole promotion thing needs to be taken a look at and I think they do this succession planning at like a middle management to senior, I think that should be done all the way through, so for example, if you’re a manager for an area, there needs to be a succession plan around, who do you believe is going to take your place and how do you grow that person, and if it means not taking over your direct place but moving into a different area then so be it”.

In order to deal with some of irregularities that often occur in organisations around promotions, a participant shared that their organisation had even gone to the extent of getting an ombudsman to deal with such matters saying

“The same with promotions. We actually started, funny enough, an employment ombudsman within the organisation. So if someone feels that they are discriminated against, especially the time when they have to get promoted, or any employment equity or transformation or diversity issue that they might have, they can then log a complaint at the ombudsman”.

5.12 How leaders ensure that recruitment, promotion and remuneration decisions are based on merit and not racially biased

This interview question required participants to evaluate and describe how they ensured that recruitment, promotion and remuneration decisions were based on merit and not racially biased. Participants were required to draw from the personal experiences in current and previous roles in clarifying how they ensured racially free biased decisions in their organisations. The views of the participants are presented in the table below.

Table 5.17

How leaders ensure that recruitment, promotion and remuneration decisions are based on merit and not racially biased

Rank	Constructs	Frequency
1	All - Embrace diversity (racial, religious, gender, age)	10
2	Recruitment - The attitude of the individual (fit) is taken into consideration	3
3	Promotion - Recognition of Hard work (or lack thereof)	3
4	Recruitment - Focus on Educational Qualification of individuals (incl. certifications)	2
5	Recruitment - Appointments based on individual's experience	2
6	Promotion - Career Aspirations of individuals are taken in to account	2
7	Recruitment - Objective approach to what individual can contribute to the team	2
8	Remuneration based on appropriate industry benchmarks	1
9	Recruitment - Shortlisting independently of the candidates' names	1
10	All - Understanding the personal circumstances of individual	1
11	Recruitment - Appropriate background checks	1
12	Recruitment - Psychometric assessments	1
13	I don't do enough	1
14	I am generally an advocate for the rights of other, particularly African employees	1

A majority of participants agreed that in order to ensure bias free decisions, it was important to embrace the various aspects of diversity such as racial, religious, gender and age. One participant explained that *“So I mean, for me you need to just base evaluation and what, hiring the recruitment promotion, like you just need to make sure that you’re looking at it from a neutral perspective, that you not looking like you’re trying to assimilate someone like yourself”* while another reiterated the importance of having a diverse workforce saying

“and also your organisation grows with the more diversity you have, so whether you have male or female, racial, ethnicity, if it’s religion, if it’s, like the more diversification you have the better”.

It was important for the participants to consider the personal circumstances and racial backgrounds of each individual in making hiring decisions. As one participant explained,

“Somebody would argue that but if they’re the same age and they both 20 years old, they’re both 20 years old so they haven’t experienced discrimination. I’d say yes, accept that my mother can’t read and maybe her mother’s mother, or her mother’s mother definitely can’t read”.

Adding to the notion of being neutral when it came to appointing people from different races, participants stated that *“So I always try by all means that I try to be fair, so each and every time I recruit in as much as, you know, I always want to sort of make sure that our team is balanced but when I recruit, I don’t see colour”* while another participant added *“ Also in my current role, when you look at my direct reports, obvious, I mean, you would find that in some areas one sort of race was always dominating but I always make sure that I try and balance in terms of my recruitment, you know, case in point”.*

Some participants gave responses that were specific to recruitment, highlighting that the attitude of the individual’s suitability is taken into consideration when making hiring decisions rather than following employee equity regulations. As one participant explained how they made their hiring decisions, the participant said

“Yes, do they deserve? Yes. Then you appoint them. That’s the one thing. But the other element to that is, have I done enough to look across the diverse individuals to compare enough. So that’s the danger that happens”.

Adding a similar viewpoint another participant stated that they based their decision “from the way how they think and also the culture point of view, there has to be a culture fitting”. Stressing the importance of appointing the right candidate for the job, one participant added “When you recruit, make sure that you’ve actually inspected all avenues. Don’t say, there are not enough candidates there, no, then you haven’t done enough”.

In responding to this interview question, some participants spoke about promotion and indicated that they believed promotions should take place as a result of recognition of hard work, further adding that people who did not put in the hard word did not deserve promotions. One participant simply expressed the view that “Make an effort, it will be recognised”. Another participant explained the importance of giving direct feedback so that people could understand the reasons behind the decisions that had been made either for promotions or remuneration. The participant highlighted that

“So and it goes with remuneration with performance evaluation and because I’m generally a very direct person, even they know where I stand. If I’m not happy with something they’ll know that I’m not happy and I don’t know, maybe the fact that I try to be as honest as I can, they know where I’m coming from ... So if I say you didn’t do well, they why I’m saying why they didn’t do well. And when I say this is how far I could take it, we managed to get you a bonus or this”.

5.13 Rating the organisation’s Diversity Management training programs

This interview question prompted participants to rate the diversity management programs within their organisations. Participants openly shared their opinions in answering this question. The responses of participants to this interview question are presented in the table below.

Table 5.18
Rating the organisation’s Diversity Management training programs

Rank	Constructs	Frequency
1	Diversity Management initiatives exist but are ineffective	8
2	Not enough open and honest discussions take place around transformation	5
3	The effectiveness of diversity management programmes is not measured	3

4	Female Leadership Programmes not effective	2
5	Significant Effort made towards address issues of transformation	2
6	General Leadership Development Programs have not produced visible results	1
7	Significant Effort made towards driving women leadership development programmes	1
8	Significant Effort made towards driving leadership development programmes	1

Most participants were of the view that diversity management initiatives exist within their organisation but participants felt that these initiatives are ineffective. Openly sharing their views, some participants expressed the view that diversity in their organisations was just a tick box exercise. One participant even went to the extent of saying

“I see it more like a tick in a box type of exercise, and until such time as maybe I start seeing some real, tangible changes in culture, attitude, remuneration, and skills development, opportunities that are given to people of colour, and so forth. I would just see that as just another tick in a box exercise”.

Another participant honestly responded *“No, we have one or two programs that you go through an adjoining organisation but we are not giving attention to them. That’s the true answer”*. The assessments of some participants indicated that leadership within the organisation was not doing enough to ensure effective diversity management, saying

“In terms of diversity, I’ve heard of buckets of people who run forums and, you know, they make constraints. But there hasn’t been anything coming from a leadership level from an EXCO level and the broader Company X, or even one to kind of lead individuals or address those or help individuals even going down to like the lower levels, and obviously it depends”.

In addition participants indicated that they believed there were not enough open and honest discussions taking place around transformation in their organisations. One participant articulated the opinion that *“So when you just put people in positions but you still want them to act the way you want and the way you expect them to, you not getting true transformation”*. Another participant added a slightly different dynamic to race highlighting social background as a key element of diversity that could not be ignored. As the participant explained,

“The organisations need to show empathy for the background of people, like there’s a guy in my team who works, he comes from Olievenhoutbosch, right, and what people don’t understand is that he’s got a mother, a grandmother, two kids to support, and it’s not even his kids, it’s his sisters who passed away kids”.

Furthermore participants emphasised that the effectiveness of diversity management programmes is not measured which poses results in the diversity management initiatives becoming more ineffective. As participants expressed their views on the measurement of effectiveness, they said:

“So yes, it gets implemented but I’m not sure whether we’re rating it or the effectiveness of it in the roadway. So for me it’s always about, did I do the training? Yes I did the training. Was I assessed? Yes I was assessed and I passed”.

One participant also spoke about the benefit that could be brought about by regular workplace climate surveys to improve the effectiveness of diversity management initiatives arguing that *“But do I actually apply in the workplace and how do you manage it. Do you manage it through feedback? Do you manage it through climate surveys? And we do climate surveys at the moment”*. Stressing the lack of effectiveness monitoring another participant pointed it that despite dedicated training programs being conducted, there was no indication of monitoring. The participant described their concern by saying

“Across all the levels, yes, across all the levels but still after training somehow there’s still this perception that if you train then you should do what the training said, there’s no monitoring thereafter to say how effective is the training, are we implementing what we have been trained on”

5.14 Understanding the main driver for diversity in the organisation

This interview question encouraged participants to indicate what they believed to be the main drivers of diversity in their organisations. Participants were prompted to make a choice between legislation, competition, social justice and survival as the main drivers of diversity within their organisations. The responses that were provided by participants in respect of this interview question are demonstrated in the table below.

Table 5.19

Human Understanding the main driver for diversity in the organisation

Rank	Constructs	Frequency
1	Legislation	9
2	Competition	2
3	Social Justice	2
4	Survival	2
5	Other - driven by organisational values	1

A great majority of the participants responded to this interview question by stating that they believed legislation was the key driver for diversity in their organisations. Participants expressed their views as follows:

“Well, the main driver should be legislation ultimately but I don’t think it is, I don’t know actually. So I’ll speak for both the previous organisation and this organisation, and I see it in all of the EXCOS and the operation EXCOS, whatever is that it’s purely legislation, right. So you bring up the thing, okay, our target is 70% black at senior management, 30% white, 50% or 80% black at middle man, so it goes, so everything is legislation. I think the first one would be legislation because -You need to meet the targets.

Definitely legislation

I think it is legislation which fits squarely with political”

Only a few participants were of the view that competition was the driver of diversity in their organisations, however those who shared that view explained that they believed their companies were under pressure from the industry to become diverse organisations. As one participant explained, they said *“As a competition we have to do it because our competitors, if we don’t do it, our competitors are going to round us? And we then need to remain competitive, right?”* and another added *“I think that initially it really, for a lot of the people, it was like it’s legislative, right? But it is really competition and we would not be sustainable as an organisation if we don’t change outright”.*

Similarly a negligible number of participants cited social justice and survival as drivers for diversity in the organisations. One participant explained “*In our organisation, it’s a combination of two. Its legislation and almost social justice*”. Two other participants mentioned survival saying “*The survival becomes a big issue. But I think it’s only when you, when it becomes a being in the organisation and “So the motives, the main driving motive in my view is for survival”*”, respectively. One other participant spoke confidently about how diversity is driven by organisational values. As the participant explained “*So for me, I don’t see it, I think they, so it’s definitely not; I think the legislation is there playing a role and there are times and things that they lean to and I think that’s kind of the time, the pressure, the value that drives it*”.

5.15 Research question 3: Does the country’s political context impact on the way the leaders manage their racially diverse teams?

The main objective of this research question is to gain an understanding of whether the principles of contextual leadership are adopted by leaders who manage diverse teams. The research aimed to assess whether societal context impacts the way leaders lead diverse teams. Participants were requested to draw from their personal experiences as leaders in responding to this research question.

5.15.1 Understanding how the country’s political context impacts the dynamics of teams and the way racially diverse team members are managed

This interview question required participants to assess and describe their understanding of how the country’s political context impacts the dynamics of teams and the way racially diverse teams are managed. Participants were able to draw from their personal experiences in current and previous roles in reflecting on the impact of the country’s political contexts on leadership. The insights of the participants are presented in the table below.

Table 5.20

Understanding how the country’s political context impacts the dynamics of teams and the way racially diverse team members are managed

Rank	Constructs	Frequency
1	Negative Impact - Creates further racial divisions	5

2	Minimal Impact - need to be mindful of what is said around others	3
3	Socio-political factors - Raises questions about wage disparities in teams	2
4	No Impact	1
5	Negative Impact - Creates financial and economical fears	1

In analysing the top three constructs, the view that the country's political context negatively impacts team dynamics through creating further racial divisions ranked highest according to frequency count. As one participant explained, they said "*So the political context impacts us hugely*". Adding to this notion was another participant who explained

"Like our parties are still divided on racial lines and I think, you know what, until politically and socially we actually no longer seen as a black party or a white party or, you know, white thinking or black thinking, that's when that's really going to change the way business works".

Explaining exactly how the country's political context directly impacts them, one participant shared that

"I mean it has a negative influence on the way that you manage it because if you look at the government, the government is...the representation there is the representation of our country, now subliminally get compared to that organisation and that leadership, and if yourself is someone that match the demographics of that leadership. You know you always get second-guessed by your subordinates".

Further adding a race dynamic to the conversation, one participant was of the opinion that white colleagues were in a worse off situation than their black counterparts explaining that

"But the sad part is that I think black people get away with it in multi cases because we can say anything, we can call each other whatever we want to call each other but within the context, I think that's why in my view we get probably a lot of white people that are not very happy, but they can't express because

they can't even call you black, you know, because then it is wrong".

Other participants shared that the country's political context had minimal impact on their team. They pointed out that they only need to be mindful of what is said around others to in order not to offend colleagues who belong to different race groups. One participant explained "*you know in those instances it's like you've got to be a little bit more mindful about what you're saying and what you're not, it's like swearing in the organisation*". The participant went on to say "*I think certain foundational aspects have to be in place in your teams for them to know that certain things can be said, can be done, cannot be said*". A participant who added a similar viewpoint stated

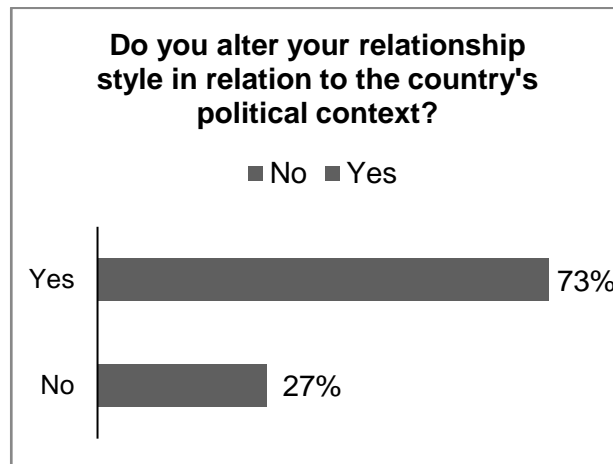
"In my team they are aware, okay, one, companies policy says you can talk about anything and everything. But as long as it's not going to be defamatory against one person because it's – in certain action it's like dismissal. You cannot use defamatory language, you know, all of those, so the company's policy, it's structured, it's rule-based".

A few other participants shared interesting insights on the impact of socio-political factor on wage disparities. Expressing a view, one participant said "*So the socio-political part of course, you realise that first and foremost there are people in your greater team, who – there's a very big wage disparity*".

5.15.2 Do managers alter their relationship style in response to the country's political context, if so how?

This interview question prompted participants to indicate whether they altered their leadership styles in response to the country's political context. Participants shared noteworthy insights in answering this question as they were able to articulate how they altered their leadership styles when they deemed it necessary to do so. The responses of participants to this interview question are presented in Figure 5.1 below.

Figure 5.1. Do managers alter their relationship style in response to the country's political context, if so how?



A majority of the participants indicated that they altered their relationship style in relation to the country's political context while only indicated No. Participants were requested to describe how they altered their relationship styles in response to the country's political context. A summary of the responses provided by participants is presented in the below table.

Table 5.21

Do managers alter their relationship style in response to the country's political context, if so how?

Rank	Constructs	Frequency
1	Yes - Sensitive towards the different reactions (circumstances) of team members	7
2	No	3
3	Yes - Encourage robust debate about the country's politics	1

A majority of the participants shared that they altered their relationship behaviours by being sensitive towards others and they were more considerate of the circumstances of

different team members. As they expressed their views, one participant shared that

“Ja, I think ja, to some extent because you are conscientious of it, of what is around you then you make sure that you don’t fall into a trap whereby you act very natural about everything, but then you kind of like, you become, if there is this sensitivity around the way you approach certain things, you know, and ja, it becomes slightly, the way I would probably deal with a black male and a white female is very different”.

Another participant added *“But actually some people are taking offence to that. So it’s making sure you don’t just assume everyone takes these things as funny”.* Adding to a similar viewpoint an additional participant indicated *“I think you need to be aware of the different requirements for the different contexts. You need to be aware when you need to be very emotionally connected and switch”.*

One participant indicated that they altered their behaviour by encouraging robust debate about the country's politics amongst the people they interacted with. Expressing their opinion, the participant said

“I see often we pay lip service to the conversation on transformation and diversity too often. You want Black people being scared to voice themselves, to articulate the message of transformation because they’re scared that their White counterparts are not going to like them anymore. Make them uncomfortable. If you are my friend and I view you as my friend and you have an issue with me in raising transformation as an issue in the organisation then we were never friends. And for me it’s exactly that. Do not ask me, don’t say to me let’s be integrated when the idea of integration is me integrating myself to you. It’s about how do we create a new world that is integrating you and me together. We haven’t gotten into that in South Africa, we haven’t”.

On the contrary a few participants shared the view that they did not believe they had to alter their relationship styles as a result of the country’s political context. Participants expressed their views as follows:

“Leadership style, no. The country’s political way of leadership is not something that I aspire to be like, so definitely make sure that I run a leadership style that is best for the team and best for the organisation and best for the company, and also to ensure that employee wellbeing and we drive the strategic outcomes that

we need to.No, so I must be honest, as an individual, like I don't alter myself based on any which way anything goes, right. I am who I am, I believe in things, and so, like my response to the country's political context is not based on a racially charged thing or, it's based on what I see and what I hear".

5.15.3 Understanding the current leadership style of leaders

The last interview question sought to understand from the participants what they believed their leadership styles were currently. Participants gave carefully considered responses that are in line with the topic of diversity in most cases. The responses provided by participants in respect of this interview question are presented in the below table.

Table 5.22
Understanding the current leadership style of leaders

Rank	Constructs	Frequency
1	Supportive and Provide Guidance	3
2	Inclusive Leadership	3
3	Collaborative decision making	3
4	Autonomous Leadership (based on trust)	2
5	Motivational Leader	1
6	Communicate and share vision with team	1
7	Influence team to buy into vision	1
8	Discern Authenticity	1
9	Encourage Open and Honest Communication	1
10	Values Driven	1
11	Contextual Leadership	1
12	Accessible	1
13	Situational Leadership	1
14	Take a Pragmatic Approach to problem solving	1
15	Sensitive towards the different needs of individuals	1

In responding to this interview questions, several themes emerged as participants described what they believed to be their current leadership styles. Most participants

shared that they believed they were supportive leaders who provided guidance to the teams they lead. One participant argued

“Definitely a motivator, supportive, there to provide guidance, there to provide governance, there to escalate and raise this and to support, like I said, support them as well. To help with their career progression, definitely, and also to develop them to see where their gaps are and guide them and also to help them adapt to the changing internal circumstances”.

Stressing the importance of providing guidance to employees, one participant shared that

“I am more actually coaching, you know, than managing your activities, I am looking for how do I help you do things differently or move to the next level, or become more proficient at how you do, because when you are coaching, you let people do what they are doing, you are a sounding board and they come out in a sound and they make decisions, you still let them make decisions”.

An equal number of participants pointed out that they believed they were inclusive leaders, with one participant stating that *“So I think it’s an inclusive kind of leadership so it’s an open door, it’s having opening days of understanding what’s the problems with my team. I’d like to be close to the people on the floor”*. Similarly there were participants who believed that they encouraged collaborative decision making as part of their leadership styles. In expressing their views, one participant said

“So then I am not now getting too much involved into personal spaces, into whereby now because of the racial issue and all of that source, we end up feeling, you know, there is something untoward, you know, so that just makes me to say I think the coaching, you know, even more than the mentoring, coaching becomes the better way of leading a team, you know. Because when you are coaching, you let people do what they are doing, you are a sounding board and they come out in a sound and they make decisions, you still let them make decisions, you are just there to say, okay, you are reflecting I think what has happened or what you see, ja”.

5.16 Conclusion

The results from the sixteen interview questions were presented in this chapter. The constructs that emerged from the interviewing process and through analysis of data provided the insight required to understand how leaders overcome diversity related challenges in the workplace. In the next chapter, the results will be discussed and compared against existing literature on the topic of racial diversity management with a view to derive effective strategies leaders can adopt to manage racially diverse teams in a historically, racially segregated corporate South Africa.

CHAPTER 6: DISCUSSION OF FINDINGS

6.1. Introduction

In this chapter, the results from chapter 5 are discussed in relation to the research questions in chapter 3. Research findings are discussed and compared against the constructs identified in literature reviewed in chapter 2. Insights derived from the discussion of the research findings provided a deeper understanding of how to address the issue of racial discrimination in cooperate organisations by identifying strategies which leaders can adopt to effectively manage a racially diverse workforce with a view to create racially inclusive corporate environments.

6.2. Discussion of findings research question 1

What personal values and leadership traits are considered to be effective in managing racially diverse teams?

The researcher seeks to obtain the core set of personal values which are effective in managing a racially diverse workforce. The researcher wanted to gain a deeper understanding of how leaders apply their own set of values when managing their racially diverse teams.

6.2.1. Diversity management competencies and values

The main critical personal values as expressed by respondents were; honesty, openness, integrity, mutual respect and trust irrespective of race composition. These set of values are deeply embedded to the leaders own personal belief system and basic assumptions. These values are difficult to acquire as they are core to who to the person's identity. They essentially lie deep beneath the surface of the iceberg. Similar values were identified by Pless and Maak (2013) as founding principles of building an inclusive environment. All five of the founding principles by Pless and Maak (2013) of trust, integrity, recognition (recognition, value and appreciation), reciprocal understanding (openness), standpoint plurality and mutual enabling (open communication, participative leadership style) were mentioned three of more times in the interviews conducted.

Cultural awareness, self-awareness, emotional intelligence, contextual leadership style and social intelligence and inclusive leadership style were some of the leadership traits which came out strongly. Surprisingly however, using cooperative style of leadership style was only ranked number 15 out of 22 construct out of all responses. This could be due to the fact that elements some elements of cooperative leadership are inherent in the African culture of Ubuntu. The principles of Ubuntu leadership are deeply engraved in the spirit of African leaders and consequence of this structure could therefore not be explicitly highlighted by participants based because it is the base of what leadership in the African context is all about.

Ubuntu essentially means “being human. The word philosophy itself was formulated from the Zulu phrase “Umtu Ngumtu Ngabantu” which translates to “I am who or what I am because of who we are” (Ncube, 2010; Shrivastava, Selvarajah, Meyer, & Dorasamy, 2014). Collaborative decision making, which is the one of the major contributing factors of Ubuntu leadership, ranked under the current leadership style research question (research question number 16). Some of the emerging constructs such as; inclusive leadership style, emotional intelligence, integrity, mutual respect, fairness, supportive, humble and stewardship are the basic principles of Ubuntu leadership.

Another construct from the findings which is of particular interest was that of social intelligence. Social intelligence did not feature as a leadership competence in the literature reviews yet it was ranked seventh out of the twenty two leadership traits required to effectively manage racially diverse teams. Why? Herein lies the crux of what distinguishes racial diversity in the context of previously segregated social communities. South Africa, unlike most countries studied in diversity management literature, has a history racial segregation that is deeply entrenched in the current organizational and social systems.

Apartheid had far reaching consequences such as the current imbalance of power which is still evident in the South African social and corporate environment. In the South African context, socio-economic factors cannot be ignored when dealing with diversity management challenges. One of the socio-economic factors affecting management is the fact that some employees (especially sub-ordinates in the lowest level in the organization) have to commute to work from townships which are located far away from the hubs of business activities. The apartheid government introduced legislations to

purposefully exclude people from designated groups from economic activities (Ncube, 2010; Shrivastava et al., 2014) The Natives Land Act (No. 27 of 1913) was passed to banish black people from the cities, economic hubs allowing black people only 7% of arable land while the rest was allocated to whites. Consequently, most black people are poor and still reside in townships and have to spend the majority of their income on travel expenses. This challenge not only has a direct impact on productivity but also requires a level of maturity and empathy from a leader within the South African context.

“The organisations need to show empathy for the background of people, like there’s a guy in my team who works, he comes from Olievenhoutbosch (township) right, and what people don’t understand is that he’s got a mother, a grandmother, two kids to support, and those are not even his kids, it’s his sisters who passed away kids. So I think it comes down to, and also empathising with people and understanding people’s backgrounds, you know, like everybody thinks like your life just happens between these four walls but there’s remnants of what happened in the past that a lot of people, a lot of youth today are living with that and we need to start accommodating for that.”

The above quote from James perfectly captures the main impact of this challenge. This challenge introduces an interesting caveat which is excluded in the literature reviewed in chapter two. Social intelligence has therefore been overlooked by academics and practitioners alike. The notion of social intelligence should be included in diversity management theories as one of the key leadership traits required to manage racially diverse teams.

6.2.2. Bio-Demographic and Cognitive Diversity

Research findings revealed that although participants meeting Affirmative Action targets as documented in the Employment Equity Report (Commission for Employment Equity, 2015), participants are not only considering bio-demographic factors when making human resource related decisions but they also take into account cognitive diversity factors such as expertise, experience and perspective. This finding confirms McMahon's (2010) study which established that both cognitive and bio-demographic factors of diversity should be considered when making decisions. However, it is evident from the responses to interview question 10 (Human Resource Management policies and

procedures for hiring) that found that employment equity target, which are based on bio-demographic factors, are considered more important than cognitive and personality type in the South African context when it comes to making human resource decisions. This finding challenges the Horwitz and Horwitz's (2007) view that it would be best for organizations wanting to create high-performance teams to deliberately focus on task-relevant diversity factors rather than bio-demographic diversity factors.

Majority of the participants interviewed belonged to the designated racial groups (Black, Coloureds and Indians) who occupy senior management and top management positions in their respective corporate companies. Most participants felt strongly about mentoring and coaching other high-performing subordinates from designated groups into leadership positions. Some participants indicated that they had a compelling need to address the racial imbalances in the workplace by promoting others from the oppressed group. Most cited social justice as their main reason for pulling up their fellow Black subordinates while others cited the reason that they too were assisted by other Black leaders who pulled down the corporate ladder for them to climb.

6.2.3. Conclusion of findings for research question 1

The researcher sought to obtain a core set of personal values and leadership traits contributes to the effective management of racially diverse teams. While exploring some of the themes emerging from the responses to this research question, it became apparent that Social Intelligence is a required leadership trait for leading racially diverse teams especially in the context of a previously segregated work environment that is typical to the South African corporate environment. Research question one focussed on the leader's personal diversity management competencies and skills.

6.3. Discussion of findings for research question 2

To what extent does the organisation's systems, culture and structure assist or hinder the effectiveness of leaders who manage racially diverse teams. The contribution organisational systems such as human resource policies and procedures for hiring, performance evaluation, remuneration and promotions have on the leader's effectiveness in managing a diverse workforce. In addition, the research question sought to understand how human resources related decisions remained free of bias.

Furthermore, the research question aimed to understand the effectiveness of diversity management programmes implemented by organisations. Research question two focussed on the organisation's influence on diversity management initiatives, systems and processes.

6.3.1. Drivers of diversity in corporate

Diversity management programmes cannot be implemented successfully without top management's influence, commitment and support (Amaram, 2007; Choi, 2013). Amaram (2007) advises that for diversity management to be effective, top management support must be visible and that diversity management strategies should be clearly articulated in the strategic objectives of the organisation. Leaders have play a key role in promoting change towards a more culturally diverse corporate environment (Meeussen, Otten, & Phalet, 2014). Their views and perspective on diversity have the greatest impact on over the views of individuals within the workplace environment as well as the view of collective teams towards racial diversity (Meeussen et al., 2014).

There is a plethora of both academic and business literature available on the topic of diversity management over the past few decades. Academics and practitioners alike have convincingly articulated the benefits of diversity in the organisations' performance, competitive advantage and creativity (Andrevski, Richard, Shaw, & Ferrier, 2011; McMahon, 2010; Patrick & Kumar, 2012; Richard, 2010; Shin, Kim, Lee, & Bian, 2012). Therefore, the researcher did not anticipate a confirmation that there is a lack of authenticity in executive managers support for racial diversity in corporate South Africa. With over twenty years of political freedom from apartheid and the legislations introduced to encourage racial inclusion in the workplace, it seems that executives are not committed to changing the status quo.

A direct question asked the respondents what they thought was the main driver for diversity in their organisations. The research findings revealed that legislation was the main driver for diversity in the organisation. This suggests that those in power in corporate organisations are not authentic about driving a racially fair and inclusive working environment. To them it is just a tick boxing exercise. The Commission of Employment Equity concurs that there does not seem to be a real commitment to address the racial imbalances in corporate South Africa especially in the Financial Services and Manufacturing industries (Commission for Employment Equity, 2015).

Competition, social justice and survival which according to literature (Alston-Mills, 2012) should be the main drivers of organisational diversity management effectiveness were ranked far below the pressure to comply with legislation. These findings further revealed that although there seems to be a lack of authentic executive leadership support for racial inclusion, some leaders in Senior and Top Management positions who are themselves from designated groups, are consciously committed to assisting those in talented, high-performers from the designated groups climb the corporate ladder. This could promote authentic racial diversity management and assist in addressing the current challenge of racial imbalances especially at senior management and top management levels.

6.3.2. Organisational structure and culture

The culture in the organisation can promote or hinder progress with regards to addressing racial discrimination challenges in the workplace. Amaram (2007) suggest that in the absence of an inclusive organisational environment, organisations are at risk of low productivity, high turnover and absenteeism of designated individuals.

The research finding confirmed that corporate entities, particularly in Financial Services and Manufacturing industries, were structured differently. Some respondents expressed that they operate in hierarchical, bureaucratic and patriarchal organisational environment while others affirmed that their organisations are more flat structured organisation. (Dwertmann, Nishii, & van Knippenberg, 2016) advocate for a more flatter organisational structure because it promotes greater structural integration within the organisation. Likewise, Pless and Maak (2013) confirmed that hierarchical structures obstruct inclusiveness and encourages organisational patriarchy. This traditional form of organisational culture promotes the thinking that Managers are superior beings who direct sub-ordinates to execute their orders. In the South African context, consequence of this structure is racial division between the mostly white bosses and mostly black sub-ordinates are perpetuated. Furthermore, hierarchical structures promote unnecessary inter-dependencies which stunts employee productivity, creativity and empowerment.

One of the most interesting findings is that an inclusive culture was ranked number 14 out of 15 constructs defined from responses to this question. Taking into consideration that legislation was the main driver for racial diversity in corporate environments, raises speculation by the researcher that even Senior and Top Managers from designated groups in corporate South Africa, do not feel like they are included in their respective workplaces. This could be because they are aware that their mostly white colleagues are not authentic about their support for racial diversity management initiatives.

Figure 6.1: Inclusion Framework

Inclusion Framework		
	Low Belongingness	High Belongingness
Low Value in Uniqueness	Exclusion Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	Assimilation Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	Differentiation Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	Inclusion Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

The inclusion framework (Shore, Randel, Chung, Dean, Ehrhart & Singh, 2011) then suggests that these managers may be plotted against the low belongingness and high value in uniqueness which is termed “Differentiation” from the work group. Their uniqueness is valued because it contributes to the organisations employment equity scorecard.

(Pless & Maak, 2013) advocate for an Integrated Human Relations Management System to which if correctly applied can create a multi-culturally inclusive environment. However, this framework does not take into account how the change should be institutionalised in the workplace particularly in a corporate workplace with a long history of segregation of power along racial lines. An adapted version of the Integrated Human Relations Management System will be presented in the next chapter.

6.3.3. Human resource systems

- **Hiring Decisions**

Research findings revealed that although employment equity targets are taken into consideration when making hiring decisions, the hiring policies and procedures can be circumvented especially by those managers with legitimate power. Legitimate power is described as the formal authority given to an individual of a higher level in the organisation's structural hierarchy (Yukl & Falbe, 1991). Some respondents could recall incidents when their recruitment decision was overturned by his superiors.

As per the findings articulated for research question 1, some leaders have indicated their determination to consciously recruit individuals from designations groups. However, almost all of them indicated that they would not compromise on the quality of the output because under-performance of those individuals would damage the leader's reputation. They expressed that while their main aim is to address the racial imbalances in their organisations, their recruitment decisions are made purely on the basis of skills and expertise.

- **Performance Evaluations Decisions**

There was no outright consensus on the fairness and effectiveness of performance management evaluation systems within corporate organisations. Some participants believed that their organisation's performance management systems and processes functioned reasonably with clear performance objectives and measurements which are purposefully designed to eliminate bias. In contrast, other participants expressed concerns that their performance evaluations process are not effective mainly because they allow for manager's discretion and therefore introduce a level of subjectivity and bias.

- **Remuneration Decisions**

Similarly to findings regarding performance evaluations systems, research findings presented a disparate views on the fairness and effectiveness of remuneration policies and procedures. Some participants argued that remuneration was fair in accordance with performance measures and industry standards while others argued that remuneration were not fairly applied across racial, gender and social lines.

- **Promotions Decisions**

The available evidence seems to suggest that the majority of participants did not believe that promotions decisions were based on merit. Some participants explicitly continued to say that promotion decisions are based on networks and who you associate with. This finding is in line with literature around similarity-attraction paradigm and the social identity theory which conceded that people want to belong to groups of people who are similar to themselves and will therefore sought to promote people in their circle rather than favour people in the outgroups (Martin Davidson, 2002; Shore et al., 2011; Tajfel & Turner, 1986).

6.3.4. Effectiveness of diversity management programmes

Participants were specifically asked to rate the diversity management programs within their organisations. The results provided confirmatory evidence that the diversity management programs were ineffective. The top three ranked constructs emerging from the results (Diversity Management initiatives exist but are ineffective, not enough open and honest discussions take place around transformation, the effectiveness of diversity management programmes is not measured) affirmed the consensus that the diversity programs or the implementation therefore are ineffective. The available evidence currently available, it seems fair to suggest that there is an implementation gap or lack of commitment to implement diversity management programmes.

Trenerry (2012) agrees that current organisational diversity management tools have failed to address systematic racism and should be refined to address racial diversity challenges in the workplace. After critically reviewing eight organisation assessment tools that met this inclusion criteria, Trenerry (2012: p19) formulated six key principles

which organisations should look out for when selecting an organisational assessment tool: theoretical and empirical development; operationalized domains; practicality and feasibility of implementation; context relevance; a range of response formats; and moving beyond self-assessment.

Organisational efforts to address workplace discrimination should not be undertaken in isolation. Organisations do not exist in a vacuum but are part of a larger eco-system. Mor Barak (2000) suggests a value-based model and a practice-based model of the inclusive workplace from an ecosystems perspective. The model supports the notion that organisations should not only look at addressing internal diversity challenges but should collaborate across cultural and national boundaries with government and external stakeholders to tackle issues of global mutual interest (Mor Barak, 2000).

6.3.5. Conclusion of findings for research question 2

Research question two focussed on the organisation's influence on diversity management initiatives, systems and processes. The drivers of diversity management programmes were discussed and the findings revealed that although there seems to be a lack of authentic executive leadership support for racial inclusion, some leaders in Senior and Top Management positions who are themselves from designated groups, are consciously committed to assisting those in talented, high-performers from the designated groups climb the corporate ladder.

The structure of the organisation was discussed and the findings revealed that the traditional, hierarchical organisations structure obstructs progress on building an inclusive organisational culture. Of particular interest was the finding that even Senior and Top Managers from designated groups in corporate South Africa, do not feel like they are included in their respective workplaces.

The researcher also sought to understand the extent by which the organisation's human resources systems for hiring, performance evaluation, remuneration and promotions assist or hinder the effectiveness of leaders who manage racially diverse teams. There was no consensus on the effectiveness of hiring, performance evaluations and remuneration systems. However, the majority of the respondents acknowledged that promotion decisions were not based on merit. They are based on networks.

Regarding the effectiveness of diversity management programs, research results provided confirmatory evidence that the diversity management programs were ineffective. The available evidence currently available, it seems fair to suggest that there is an implementation gap or lack of commitment to implement diversity management programmes.

6.4. Discussion of findings for research question 3:

Does the country's political context have an impact on the way leaders manage their racially diverse teams.

There seems to be limited literature on how the external environmental factors influence the effectiveness of organisational diversity management and inclusion strategies. At the beginning of the study, the researcher only expected to find a link between the country's political climate and the effectiveness of diversity management programs within the organisation. However, what emerged through the analysis of responses to this question was a great revelation that social and economic factors can also influence the effectiveness of diversity strategies in the workplace. This revelation is a great contribution to current academic and business literature.

6.4.1. Conclusion of findings for research question 3

Findings revealed that political, social and economic factors influence the effectiveness of diversity management strategies. The implications of this finding on the organisation include, leaders and team members should be aware of these external factors when interacting with their colleagues. Leaders should also acknowledge the sensitivity around these factors how they influence individuals in the team. Organisations should hire employees and leaders who demonstrate the inclusive and contextual leadership capabilities.

CHAPTER 7: CONCLUSION

7.1. Introduction

The annual Employment Equity Report 2014-2015 (Commission for Employment Equity, 2015) revealed that the pace of racial transformation in corporate South Africa is sluggish despite the introduction of progressive legislation aimed at reversing dominance of top positions by the white group in general and white males in particular. Organisational racial diversity management programmes do not seem to be effective in fostering a multi-racially inclusive corporate environment. The aim of this study is to gain a deeper understanding of how to address the issue of racial discrimination in corporate organisations by identifying strategies which leaders can adopt in their organisations to effectively manage a racially diverse workforce, with a view to create multi-racially inclusive corporate environment. An environment where employees of all races are given a fair chance to succeed based on merit.

A plethora of literature on the topic of diversity management as well as inclusive environment exist. However, most scholars are focussing on the argument around the advantages and disadvantages of diversity. A review of literature relating to racial discrimination in the workplace was conducted. This was followed by a review of literature around the strategic implementation of diversity management in the workplace. Thereafter, the relationship between Diversity Management and organisational performance as well as an exploration of effective diversity management strategies.

A qualitative exploratory approach was selected for the purpose of this study. Face to face interviews were conducted with eleven candidates in senior level and top level managers who manage racially diverse teams specifically in the Financial Services and Manufacturing industries in South Africa. Data from the interviews was then analysed to identify emerging themes from responses to each interview question. Research findings will now be discussed in the next section followed by a presentation of an Adapted Human Relations Management System to foster a culture of inclusion. The model was adapted from Pless and Maak's (2013) Human Relations Management System model.

7.2. Principal findings

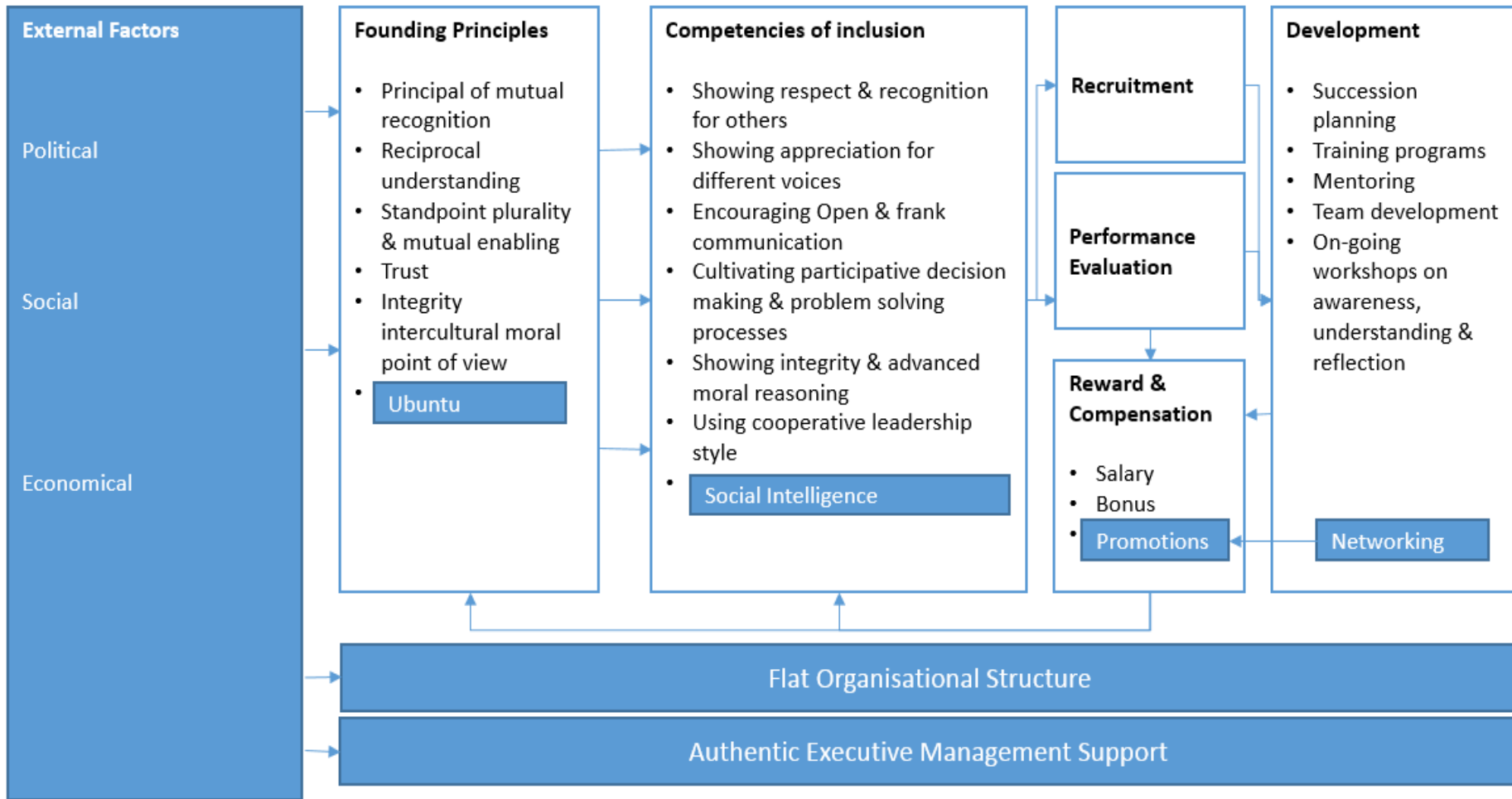
Table 7.1: Research questions mapped to findings

Research Question	Interview Question	Research Findings
<p>Research question 1: The Leader What personal values are considered to be effective in managing racially diverse teams?</p> <p>The researcher sought to obtain a core set of personal values and leadership traits contributes to the effective management of racially diverse teams.</p>	<ul style="list-style-type: none"> • How would you describe the values and leadership traits that have helped you to successfully manage a diverse team? • Can you give me an example of when you had to deal with a racial challenge at work? What happened and how did you go about resolving the situation? In hindsight, would you have handled the situation differently? 	<p>Social Intelligence is a required leadership trait for leading racially diverse teams especially in the context of a previously segregated work environment that is typical to the South African corporate environment. Research question one focussed on the leader's personal diversity management competencies and skills.</p>
<p>Research question 2: The Organisation To what extent do the organisation's systems assist or hinder the effectiveness of leaders in managing racially diverse teams?</p> <p>The researcher sought to understand the drivers of</p>	<ul style="list-style-type: none"> • How have your organisation's Human Resource Management policies and procedures (such as hiring, performance evaluation, remuneration and promotions) enabled you to manage your team effectively? • How do you go about making sure that your recruitment, promotion and remuneration decisions are based on merit and not racially biased? 	<p>The drivers of diversity management programmes were discussed and the findings revealed that although there seems to be a lack of authentic executive leadership support for racial inclusion, some leaders in Senior and Top Management positions who are themselves from designated groups, are consciously committed to assisting those in talented, high-performers from the designated groups climb the corporate ladder.</p> <p>The structure of the organisation was discussed and</p>

Research Question	Interview Question	Research Findings
<p>diversity management programs, whether the structure and culture promotes or hinders an inclusive work environment and the effectiveness of diversity management systems.</p>	<ul style="list-style-type: none"> • How would you rate your organisation's Diversity Management training programs? Please explain. • What do you think is the main driver for diversity in your organisation? Legislation, Competition, Social Justice, Survival? Other? 	<p>the findings revealed that the traditional, hierarchical organisations structure obstructs progress on building an inclusive organisational culture. Of particular interest was the finding that even Senior and Top Managers from designated groups in corporate South Africa, do not feel like they are included in their respective workplaces.</p> <p>There was no consensus on the effectiveness of hiring, performance evaluations and remuneration systems. However, the majority of the respondents acknowledged that promotion decisions were not based on merit. They are based on networks.</p>
<p>Research question 3: The Country Does the country's political context impact on the way the leaders manage their racially diverse teams?</p>	<ul style="list-style-type: none"> • How does the country's political context impact the dynamics of your team and the way you manage your racially diverse team members? • Do you alter your leadership style in response to the country's political context? If so, How? • How do you define your current leadership style? 	<p>Findings revealed that political, social and economic factors influence the effectiveness of diversity management strategies. Organisations should hire employees and leaders who demonstrate the inclusive and contextual leadership capabilities.</p>

The table above shows a mapping between the research questions defined in chapter 3, the interview questions candidates were asked to respond to as well as key findings extrapolated from constructs emerging from the data analysis conducted in chapter 5 and 6.

Figure 7.1: Adapted integrated human relations management systems to foster a culture of inclusion



Model adapted from: Nicola M. Pless and Thomas Maak

The adapted Integrated Human Relations Management Systems Model of fostering a culture of inclusion is a model adapted from Pless and Maak's (2013) Integrated Human Relations Management system to foster a culture of inclusion. The changes added by the researcher incorporates some of the themes which emerged from the research findings. The following gaps from the original model are highlighted below and shaded in blue in the model above.

- **External Factors** - A contextual intelligent leader requires an understanding of the past (hindsight), effective diagnosis of the present context (insight) and then to articulate and prepare for the preferred future (foresight) (Kutz, 2014). Research findings in chapter 5 revealed that an awareness of the country's political, social and economic environment is an essential leadership trait to have for leaders who manage racially diverse teams. This awareness enables the leader to have insights into underlying issues which may affect the performance of individual team members.
- **Ubuntu Principle** – It is impossible to talk about leadership in the African context without emphasising the importance of the values of Ubuntu. Founding principles of Ubuntu such as mutual respect, collective decision making, integrity and other, emerged as constructs in the analysis of the research findings in chapter 5.
- **Social Intelligence Competency** – Leaders and team members should possess social intelligence competencies so that they understand the values and backgrounds of individuals in the team or racial groups within the organisation. This promotes cultural integration and cohesiveness in the team.
- **Networking Promotions** – Recognising great performance (task-related and inclusive behavior) in individuals and making promotion decisions should be based on merit. However, the reality is that networks still play an important role in advancing individuals up the corporate ladder.
- **Flat organisational structure** – Once the organizational processes have been implemented it is important for the leaders to continuously create awareness of the diversity programs. This involves motivating all individuals within the organisation and creating a knowledge base of the organisations diversity programs. Then leaders should develop a vision of the desired inclusive culture

and thereafter leaders should position individuals and the organisation to take action in order to attain the desired change in behaviour and foster an inclusive culture. Research findings confirms that a hierarchical structure can hinder progress towards a multi-racial inclusive culture.

- **Authentic Executive Leadership Support** – Ultimately all these actions would not yield the desired outcomes without authentic leadership support and commitment.

7.3. Implications for management

7.3.1. Implications leaders

- Leaders have an awareness past, current and future political, social and economic environment.
- Acquire the values and competencies of inclusion.
- Authentically Support diversity management programmes.
- Motivate employees towards a multi-racial inclusive organisational culture.
- Make hiring, performance management, remunerations and promotion decisions based on merit.
- Identify great performers in their team (especially from designated racial groups) to support, develop and mentor them into leadership positions.

7.3.2. Implication for the executive team

- Incorporate racial diversity strategies into the organisation's strategic objectives.
- Authentically Support diversity management programmes.
- Sponsor diversity management programmes through adequate allocation of resources.

- Motivate employees towards a multi-racial inclusive organisational culture.

7.4. Limitations of the research

The researcher has identified the following potential limitations to the research study:

- The researcher's own identity and past racial discrimination experiences may influence the outcome of this research study. The researcher will endeavour to represent the view of the respondents without judgement and to remain neutral throughout the study.
- The selected sample may not be a true representation of the broader population. The results of this research study may not be generalised.
- Racial discrimination and diversity management are sensitive topics therefore the possibility of subject bias is relatively high. Research subjects may give unreliable information because of fear of being depicted in a bad light. The researcher will therefore reassure subject (respondents) of the confidentiality of the study and to ensure them that their responses will remain anonymous.

7.5. Suggestions for future research

There is a vast amount of literature on diversity management and racial inclusion in the workplace. However, the focus of existing literature has been on the impact diversity has on the outcomes of organisations and team performance. Admittedly, current research has changed from trying to defend the need for diversity in the workplace towards practical implementations of diversity management programmes within the organisation. Suggestions for future literature include:

- This study was conducted at a point in time. A longitudinal research study on the same topic should be performed to measure the effectiveness of the Adapted Integrated Human Relations Management model over a period of time.

- This research study revealed the need to incorporate external factors such as political, social and economic factors which have an impact on the organisation but cannot be controlled from within the organisation. Future studies could look at how leaders should perform the environmental scan and the frequency the scan needs to be completed.
- It would be interesting to perform a similar study to determine whether other previously segregated communities can benefit from the implementation of the Adapted Integrated Human Relations Management system.

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APPENDIX 1: ETHICAL CLEARANCE

**Gordon
Institute
of Business
Science**
University
of Pretoria

03 August 2017

Molemo Masuku

Dear Molemo,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

APPENDIX 2: SAMPLE CONSENT FORM

Dear Participant

I am a Masters in Business Administration student at the Gordon Institute of Business Science (GIBS) conducting research on effective diversity management strategies. Your input is required to gain more insight into the strategies adopted by leaders in corporate South Africa to effectively manage their racially diverse teams.

Diversity management is defined as "a planned systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of an organisation, and where no-one is excluded on the basis of factors unrelated to productivity" (Thomas, 1990, p 107). This definition will be used for the purposes of this research study.

The interview is expected to last about an hour. Your permission is requested to use an audio recorder to capture the contents of this interview.

Your participation is voluntary and you can withdraw at any time without penalty. Please note that all data will be kept confidential and any quotations will be reported anonymously. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher Name: Molemo

Email: 21028992@mvoibs.co.za

Research Supervisor Name: Dr Ngao Motsei
Research Supervisor Signature: _____
Email: motsein@gibs.co.za

Signature of participant: _____
Date: _____

Signature of researcher: _____
Date: _____

APPENDIX 3: INTERVIEW SCHEDULE

	Interview Questions
Participant overview	<ul style="list-style-type: none"> • How long have been working in this organisation? • How long have you been functioning in your current role?
Company overview	<ul style="list-style-type: none"> • How do you rate your executive leadership team with regards to diversity in your organisation? • How would you define the culture of the organisation?
Team overview	<ul style="list-style-type: none"> • How many people report to you directly and what is the makeup of your team in terms of racial diversity? • How would you describe your team's performance? How has it changed under your leadership? • How has the diverse nature of the team contributed to the overall performance of your team?
<p>Research question 1: The Leader</p> <p>What personal values and leadership traits are considered to be effective in managing racially diverse teams?</p>	<ul style="list-style-type: none"> • How would you describe the values and leadership traits that have helped you to successfully manage a diverse team? • Can you give me an example of when you had to deal with a racial challenge at work? What happened and how did you go about resolving the situation? In hindsight, would you have handled the situation differently?
<p>Research question 2: The Organization</p> <p>To what extent does the organisation's systems assist or hinder the effectiveness of leaders to manage racially diverse teams?</p>	<ul style="list-style-type: none"> • How has your organisation's Human Resource Management policies and procedures (such as hiring, performance evaluation, remuneration and promotions) enabled you to manage your team effectively? • How do you go about making sure that your recruitment, promotion and remuneration decisions are based on merit and not racially biased? • How would you rate your organisation's Diversity Management training programs? Please explain. • What do you think is the main driver for diversity in your organisation? Legislation, Competition, Social Justice, Survival? Other?
<p>Research question 3: The country</p> <p>Does the country's political context impact on the way the leaders manage their racially</p>	<ul style="list-style-type: none"> • How does the country's political context impact the dynamics of your team and the way you manage your racially diverse team members? • Do you alter your leadership style in response to the country's political context? If so, How? • How do you define your current leadership style?

diverse teams?	
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APPENDIX 4: DATA CODING LIST

	Question 1: How long have been working in this organization?	
Rank	Constructs	Frequency
1	0-5 years	5
2	10-15 years	4
3	5-10 years	1
	Question 2: How long have you been functioning in your current role?	
Rank	Constructs	Frequency
1	0-5 years	7
2	5-10 years	1
3	10-15 years	0
	Question 3a: How do you rate your executive leadership team with regards to diversity in your organization?	
Rank	Constructs	Frequency
1	Rate between 1-3	4
2	Rate between 3-6	3
3	Rate between 6-8	2
4	Rate between 8-10	1
	Question 3b How has the diverse nature of the team contributed to the overall performance of your team?	
Rank	Constructs	Frequency
1	Top management dominated by White Males	12
2	Imbalanced Composition of Race Diversity	8
3	Varies by Levels and Departments (Black at the bottom/support function)	6

4	Diversity is Driven by Top Management	3
5	Good composition of Race Diversity	3
6	High Female to Male Ratio	1
7	Balanced Female to Male Ratio	1
	Question 4: How would you define the culture of the organisation?	
Rank	Constructs	Frequency
1	Lack of Transformation and Diversity	9
2	Flat Organisational Structure	6
3	Hierarchical	5
4	Harmonious and Collaborative	4
5	Micromanagement	4
6	Lack of Empowerment	4
7	Bureaucratic	3
8	Work Hard Play Hard	3
9	Corporate Politics	2
10	Social Events	2
11	Entrepreneurial Culture in the Organisation	2
12	Rewards and Recognition	2
13	Patriarchal	2
14	Inclusive	2
15	Operates within Frameworks	1
	Question 5a : How many people report to you directly and what is the makeup of your team in terms of racial diversity?	
Rank	Constructs	Frequency
1	5-10 Subordinates	4
2	1-5 Subordinates	2
3	10-15 Subordinates	2
4	15-20 Subordinates	1
5	20 - 50 Subordinates	1

6	50 or more but less than 200 Subordinates	1
	Question 5b: How many people report to you directly and what is the makeup of your team in terms of racial diversity?	
Rank	Constructs	Frequency
1	Racially Diverse (50% or more are Africans)	10
2	Gender Diverse (50% or more Females)	4
3	More than 50% of the Team is made up of White Subordinates	1
4	Females only	1
	Question 6: How would you describe your team's performance? How has it changed under your leadership?	
Rank	Constructs	Frequency
1	Cohesiveness	11
2	Performance has improved significantly	8
3	Changed from being Micromanaged to more Autonomy and Independence	7
4	Job Matching Process	5
5	Clear Objectives, Goals and Deliverables	5
6	Performance varies by Individual	4
7	Inherited a well-performing team and nothing has changed	4
8	Diversity has improved Performance	4
9	New Technology has improved Performance	3
10	Motivated and Enthusiastic as a result of Recognition and Value	3
11	Implemented Governance Processes which led to an improvement in Performance	2
12	Open-Sourcing (Delete)	2
13	Performance is Substandard	1

	Question 7: How has the diverse nature of the team contributed to the overall performance of your team?	
Rank	Constructs	Frequency
1	Diverse Views and Perspectives	13
2	Diversity enables the organisation to relate better with Diverse Customers	12
3	Ensures Integration and Cohesiveness in the team (Social Intelligence)	10
4	Ability to understand Management by Diversity	4
5	Fear of Raising views	3
6	Diverse Leadership enables Employees to be Aspirational and Motivated	3
	Question 8: How would you describe the values and leadership traits that have helped you to successfully manage a diverse team?	
Rank	Constructs	Frequency
1	Cultural Awareness	14
2	Self-Awareness	10
3	Emotional Intelligence	9
4	Honesty, Openness and Integrity	8
5	Mutual Respect and Trust irrespective of race and gender composition	8
6	Contextual Leadership Intelligence	7
7	Social Intelligence	7
8	Inclusive Leadership Style	5
9	Constructive Criticism	4
10	Fairness irrespective of Race or Gender Composition	4
11	Recognition, value and Appreciation	3
12	Open Communication	3
13	Refrain from Prejudice	3

14	Maturity	2
15	Participative Leadership Style	2
16	Intuitiveness	2
17	Stewardship	2
18	Supportive	2
19	Help Identify Strengths and weaknesses	2
20	Humble	1
21	Mentoring, Coaching and Developing	1
22	Flexible	1
	Question 9a: Can you give me an example of when you had to deal with a racial challenge at work? What happened and how did you go about resolving the situation? In hindsight, would you have handled the situation differently?	
Rank	Constructs	Frequency
1	Racially Insensitive/ Improper Remarks or Jokes	3
2	No Direct Racial Challenges	3
3	Prejudice against a particular race	2
4	False Accusation of Discriminating against an Employee	1
5	Unfair Dismissal based on Race	1
	Question 9b: Can you give me an example of when you had to deal with a racial challenge at work? What happened and how did you go about resolving the situation? In hindsight, would you have handled the situation differently?	
Rank	Constructs	Frequency
1	Engaged with Human Resource	8
2	Understanding of Intention and Mediating	3
3	Address Racial issues in Public Forums	2
4	Focus on Key Deliverables because it happens everyday	1
5	Split the two parties involved in Conflict	1

6	One-on-One discussions with all parties involved	1
	Question 10a: How has your organization's Human Resource Management policies and procedures enabled you to manage your team effectively? Hiring	
Rank	Constructs	Frequency
1	Employment Equity Targets are taken into consideration when hiring	10
2	Recruitment Policies and Procedures are NOT strictly adhered to	9
3	Recruitment made purely on the basis of skills and experience match to job description	5
4	Recruitment Policies and Processes are relatively effective	4
5	Recruitment Policies and Procedures ARE strictly adhered to	3
6	Talent Management and Succession Planning are taken seriously	2
7	The advancement from junior and middle management to senior or executive levels is still a challenge	2
8	There is still some level of bias in recruiting (e.g. racial)	2
9	Recruitment Policies do not encourage growing talent internally	1
10	Recruitment Policies are only applied when recruiting at the senior level of the organisation	1
11	Cognitive and Personality type assessments are used to inform hiring decisions	1
	Question 10b: How has your organization's Human Resource Management policies and procedures enabled you to manage your team effectively? Performance Evaluations	
Rank	Constructs	Frequency
1	Performance Management Systems and Processes	5

	function reasonably well	
2	Clear Performance Objectives (KPIs) are defined to eliminate bias	5
3	Performance Evaluation Processes are not effective	4
4	There is a level of subjectivity in the Performance Management Process	3
5	Performance Management objectives are strictly adhered to	2
6	Performance Management Processes are extended to key strategic partner firms	1
7	Team Goals are defined collectively to encourage accountability	1
8	There are NO Clear Performance Objectives in Place	1
	Question 10c: How has your organization's Human Resource Management policies and procedures enabled you to manage your team effectively? Remuneration	
Rank	Constructs	Frequency
1	Remuneration Policies and Procedures are Fair - In accordance with performance measures	4
2	Remuneration Policies and Procedures are Fair - In line with industry standards	3
3	Remuneration Policies and Procedures are Not Fair - Social Background	3
4	Remuneration Policies and Procedures are Not Fair - Gender Inequality	3
5	Remuneration Policies and Procedures are Fair - Equal pay for equal work applies	2
6	Remuneration Policies and Procedures are Not Fair - Unequal pay for the same level of work	1
7	Remuneration Policies and Procedures are Not Fair - Racial Inequality	1
8	Incentive and Bonus allocation processes are subjective and unfair	1

	Question 10d: How has your organization's Human Resource Management policies and procedures enabled you to manage your team effectively? Promotions	
Rank	Constructs	Frequency
1	There is not an equal opportunity for all employees to progress	4
2	On-going Performance Development Planning	3
3	Succession Planning is not effectively implemented	2
4	An Independent Regulatory Body was put in Place (to eliminate unfairness)	2
5	Policies and Processes around Promotions are not clearly defined	2
6	Effective Talent Management Practices in place	1
	Question 11: How do you go about making sure that your recruitment, promotion and remuneration decisions are based on merit and not racially biased?	
Rank	Constructs	Frequency
1	All - Embrace diversity (racial, religious, gender, age)	10
2	Recruitment - The attitude of the individual (fit) is taken into consideration	3
3	Promotion - Recognition of Hard work (or lack thereof)	3
4	Recruitment - Focus on Educational Qualification of individuals (incl. certifications)	2
5	Recruitment - Appointments based on individual's experience	2
6	Promotion - Career Aspirations of individuals are taken in to account	2
7	Recruitment - Objective approach to what individual can contribute to the team	2
8	Remuneration based on appropriate industry benchmarks	1
9	Recruitment - Shortlisting independently of the	1

	candidates' names	
10	All - Understanding the personal circumstances of individual	1
11	Recruitment - Appropriate background checks	1
12	Recruitment - Psychometric assessments	1
13	I don't do enough	1
14	I am generally an advocate for the rights of other, particularly African employees	1
	Question 12: How would you rate your organization's Diversity Management training programs? Please explain.	
Rank	Constructs	Frequency
1	Diversity Management initiatives exist but are ineffective	8
2	Not enough open and honest discussions take place around transformation	5
3	The effectiveness of diversity management programmes is not measured	3
4	Female Leadership Programmes not effective	2
5	Significant Effort made towards address issues of transformation	2
6	General Leadership Development Programs have not produced visible results	1
7	Significant Effort made towards driving women leadership development programmes	1
8	Significant Effort made towards driving leadership development programmes	1
	Question 13: What do you think is the main driver for diversity in your organisation? Legislation, Competition, Social Justice, Survival? Other?	

Rank	Constructs	Frequency
1	Legislation	9
2	Competition	2
3	Social Justice	2
4	Survival	2
5	Other - driven by organisational values	1
	Question 14: How does the country's political context impact the dynamics of your team and the way you manage your racially diverse team members?	
Rank	Constructs	Frequency
1	Negative Impact - Creates further racial divisions	5
2	Minimal Impact - need to be mindful of what is said around others	3
3	Socio-political factors - Raises questions about wage disparities in teams	2
4	No Impact	1
5	Negative Impact - Creates financial and economical fears	1
	Question 15: Do you alter your leadership style in response to the country's political context? If so, How?	
Rank	Constructs	Frequency
1	Yes - Sensitive towards the different reactions (circumstances) of team members	7
2	No	3
3	Yes - Encourage robust debate about the country's politics	1
	Question 16: How do you define your current leadership	

	style?	
Rank	Constructs	Frequency
1	Supportive and Provide Guidance	3
2	Inclusive Leadership	3
3	Collaborative decision making	3
4	Autonomous Leadership (based on trust)	2
5	Motivational Leader	1
6	Communicate and share vision with team	1
7	Influence team to buy into vision	1
8	Discern Authenticity	1
9	Encourage Open and Honest Communication	1
10	Values Driven	1
11	Contextual Leadership	1
12	Accessible	1
13	Situational Leadership	1
14	Take a Pragmatic Approach to problem solving	1
15	Sensitive towards the different needs of individuals	1