Gordon Institute of Business Science
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The role of leaders and team processes in top management team resilience

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ABSTRACT

The organisations are experiencing volatility, uncertainty, complexity and ambiguity changes in the environment of business. Leaders and top management teams (TMT) need to develop resilience to adapt and bounce back from these changes. There is a growing need for research in TMT processes and resilience. This study examines qualities that leaders should possess to be resilient in adversity. The study evaluates changes in team behaviours during adversity. The study examines factors that impact team processes and resilience and decision-making. The study investigated the external factors that build leader and team resilience. Based on 16 executives, this study found the most importance qualities of a leaders was emotional intelligence. The study affirmed the advantage of a leaders having hardness as a quality towards situations and not people. Dysfunctional and maladaptive behaviours were reported during adversity. Team processes of connectivity, engagement, collaboration and cohesiveness are integral influencers that positively impact resilience. These processes also contribute to openness, comprehensiveness and consensual decision making. The study found that soft skills training, mentorship and executive coaching built leader resilience. Organisational culture, rewards and remuneration, inter-departmental collaboration, organisational foresight, flattened organisational structures and diversity of TMT also built resilience.

Keywords: Resilience, leader, top management teams, team processes

DECLARATION

I declare that this research project is my 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 authorisation and consent to carry out this research.

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CHAPTER 1 DEFINITION OF THE RESEARCH PROBLEM AND PURPOSE

1.1. Introduction

As the environment of business changes with unstable political pressures, financial fluctuations, natural disasters and globalization of economies (Shafique & Beh, 2017; Raya & Panneerselvam, 2013; Quick, Gavin, Cooper & Quick, 2000; Ishak & Williams, 2018), organisations, senior executives as well as their teams face increased pressure and more challenges. Senior executives face multiple personal and business challenges that include long hours, 24/7 availability across the globe, speed to market pressures, rapid technology advances, balancing work and family obligations, and feelings of isolation. (Allvin, 2008; Raya & Panneerselvam, 2013). This poses the question of why some leaders and organisations are successful at overcoming these adversities.

Resilience is defined as the ability of organisations to change and adapt to a crisis or the environment (Ledesma, 2014). Tugade & Fredrickson (2004) describe resilience as the ability to bounce back from negative experience through agility and adaption to the stressor. O'Leary (1998) through his research on thriving has shown that through adverse conditions individuals are able to learn, grow and develop resources that assist in better lives and this is reiterated by Youssef & Luthans (2007) who view resilience as a dynamic adaptation that creates the space for future learning and growth. Organisational researchers have identified a need for studying the psychological variables such as "personality, and emotional intelligence" (McCray, Palmer & Chmiel, 2016, p. 1134) and their influence on Top management teams (TMT) (Hambrick & Masen, 1984; McCray et al., 2016). The first gap this research seeks to fill is to understand what are the qualities of leaders that enable their success during times of adversity.

Resilience research of leaders focuses greatly on positive self-concepts as self-efficacy, self-awareness, and self-esteem (Luthans et al., 2006; Elkington & Breen, 2015; Youssef & Luthans, 2007; Ledesma, 2014). Studies have also identified positive emotions like happiness, optimism and openness as key characteristics that resilient leaders possess (Bonanno, 2004; Tugade & Fredrickson, 2004; Luthans et al., 2006; Elkington & Breen, 2015; Youssef & Luthans, 2007), There has, however, been some leader attributes that have been debated by resilience scholarship.

Hardiness (Bonanno, 2004; O'Leary, 1998) and self enhancement (Luthans, Vogelgesang & Lester, 2006), which are narcissistic traits have been controversial attributes, with some researchers having the opinion that these characteristic benefits make leaders resilient. This study will focus on examining some of the controversial qualities like hardiness and narcissistic traits and their impact on leader resilience.

Resilience scholarship has focused on the external (context) and the internal (psychological) factors that contribute to a leader's and organizations ability to be resilient (Luthans et al., 2006). There are two theories about the evolution of resilience in organisations. Some authors attribute leader resilience to a bottom-up approach in organisations. This approach acknowledges that leaders possess resilient personality traits, have strong psychological resources and capabilities (Peterson et al., 2003) and together with the advantage of knowledge and skills (Masten, Powell & Luthar, 2003), build resilience in organisations (McCray et al., 2016). An alternate top-down view is that organisations (McCray et al., 2016) build resilience through training (Youssef & Luthans, 2007), reduction strategies, improving on group interactions and leadership (Masten, Burt, Roisman, Obradović, Long, & Tellegen, 2004). The gap in research identifies the lack of understanding and further evaluation needed on whether leader resilience builds organisational resilience or whether organisations build resilience in leaders through strategies. (McCray et al., 2016).

According to Fredrickson (1984)'s Broaden and build theory, when an individual's experiences are positive, they are able to expand their thought processes and improve on the resources and able to manage and cope better (Carmeli, Friedman, & Tishler, 2013; Luthans et al., 2006). Studies have explored how organisations that have built resilience of their employees, focusing on the inner resources and capabilities of individuals, have led to organisations being more open and responsive to change (Luthans, Youssef & Avolio, 2007) in crises. Team level adaptability and flexibility is also of crucial importance allowing for better preparedness for future crises (Meneghel, Salanova & Martinez, 2016). There are few studies that investigate factors that build team resilience. The gap thus identified is the need for understanding the external factors that build leader and team resilience.

The debate on whether heritable characteristics can be changed has been prominent in resilience research (Luthans et al., 2002). Research shows that people can learn ways to become resilient. They can practice techniques that help "them stay in the present, keep things in perspective, and work on problems at hand" (Luthans et al., 2002, p. 702). This statement reiterates the notion that resilience is a dynamic (Masten et al., 2003), fluid characteristic that can be developed and behaviours of leaders and organisations can be changed (Isak & Williams, 2018). Drawing from this resilience research there is evidence to support the notion that organisations can benefit in trying to identify how human capital resilience can be supported and developed to change organisational culture and behaviours thus improving business agility and flexibility in adverse circumstances (Carmeli et al., 2013; Meneghel et al., 2016). Most resilience studies from the school of psychology have focused on the individual and there is little research done on team dynamics and behaviour changes during adversity (Rodriguez-Sánchez & Vera Perea, 2015). There has been a gap in the resilience research on the changes in team dynamics during adversity and how this impacts on TMT.

Building on the work from Dweck (2016), Richardson (2002), Buzzanell (2010) and Doerfel and Chewning (2013), studies in the field of organisational communication have led to the benefit of analysing of errors in high reliability organisations (HRO) i.e. organisations where errors can lead to catastrophic sequelae (Weick and Sutcliffe, 2011). In HRO resilience is the core to their existence. This study will evaluate two high reliability sectors namely, healthcare and financial. The healthcare sector is responsible for the lives of people (Ishak & Williams, 2018) and the financial sector which is responsible for the financial health of people and countries (Kim & Miner, 2007). These two industries have the common characteristic of being highly regulated by government and must conform to the specific regulations. The study will explore TMT response to adversity in these HRO.

Upper echelon theory (Hambrick & Mason, 1984) suggests a manager's background affects their cognitive biases and values, and consequently impact their strategic choices. Managers' perceptions and evaluations of situations depend on cognitive, demographic and other attributes, including experience in their role, age or communication attributes (Hambrick & Mason, 1984). Work done on top management teams makes the assumption that there is a linear relationship with

demographic characteristics of senior executives (Hambrick & Mason, 1984). This contributes to strategic choices of top management teams which leads to organisation performance (Hambrick & Mason, 1984). This reasoning has led to studies using demographic variables proxy as a factor changing team dynamics. This has been challenged by researchers in the fields of resilience and top management teams.

Social identity theory states that individuals will identify with their teams and relate to the values and norms of the teams and have similar behaviours and cognition beliefs to team members (Tajfel & Turner, 1985). Studies on resilience found that team dynamics and relationships were found to be integral in building resilience (Ledesma, 2014; Nishikawa, 2006; Masten et al., 2003; O'Leary, 1998). This reiterates the importance of team processes (Richardson, 2002; Ledesma, 2014) rather than demographic variables to be evaluated. The team process of connectivity is defined as a relational construct that describes the relationships of executives in TMT. One study done recognised team connectivity as an important builder of TMT resilience (Carmeli et al., 2013). The fourth gap identified is the lack of understanding of other TMT processes and how these processes change resilience of TMT.

There has been a drive to understand how the collective individual resilience contributes towards team resilience and better equips organisations to overcome adversity (Carmeli et al., 2013; Meneghel et al., 2016). Resilience within the team can change team processes and improves an organisation's ability to be agile and flexible in their strategic approaches and decision making (Carmeli et al., 2013; Meneghel et al., 2016). When TMT showed increased connectivity, they were more able to be open to new ideas and this facilitated the generation of new actions from opportunities that arose (Carmeli et al., 2013). This leads to more comprehensive strategic decision-making. The fifth gap identified is the lack of research in the relationship between team processes and decision making in adversity.

South Africa is a country recovering from an injustices of apartheid and currently having to deal with the disasters of institutions plagued by corruption and scandal. The South African environment of business is volatile due to political issues, the slowing down of economic growth, governance issues, and the poor performance of the state-owned enterprises. High unemployment rates and one of the highest Gini

coefficients in the world with continued poor investor, business and retail confidence compound the business volatility. The financial and healthcare industries are subject to stringent political and legislative changes and hence are having to adapt to these changes. The introduction of the National Health Insurance (NHI) legislation has created a very complex problem with huge uncertainty as to the sustainability of medical scheme funders, the future of private health care, the impact on the pharmaceutical industry and the concerns about the administration and funding of the NHI due to current state corruption scandals. The South African banking sector has faced the challenges of job losses, down-sizing of branches and digitalization. Leaders in finance and health need to be resilient and potentially have something to offer to researchers with regards to resilience in TMT and organisations.

1.2. Problem statement

The purpose of this study is to understand resilience in senior executives and its effect on top management team dynamics. The upper echelon is the driver of decision-making within organizations and responsible for the economic performance of business.

There has been evidence that resilience in organisations produces more effective and efficient employees (O'Leary, 1998; Ledesma, 2014). A study of resilience will create an understanding and give insights on how human resource managers can assist businesses in developing their human capital to be able to adapt to these significant changes in the environment. Luthans et al. (2006) in their work has shown that it is important for organisations to invest on building resilience of their employees as it can lead to economic benefits. This substantiates the business need for the study.

The study of senior executives as a sample is relatively scarce. This is possibly due to "taboo", stigma and the preconceived idea that social status protects executives from stresses (Schoemaker & Tetlock, 2012; Marmot, 2004; Hobfall, 2002; Barling & Cloutier, 2017; Zumaeta, 2019). Research on executives is an under-researched area and this is possibly due to a lack of empathy from a researcher perspective towards executives who are deemed as having status, with the social and organisational resources to buffer their stress (Marmot, 2004; Hobfall, 2002). According to Barling and Cloutier (2017) there is the suggestion that the neglect is

because of the perception that leaders are psychologically healthier compared to subordinates. There seems to be lack of organisational support towards leaders. (Quick, Cooper & Gavin, 2008). This is ironic as the upper echelon of organisations is responsible for the decision making and hence understanding this group is crucial to the success of organisations. Through the exploration of qualities that build leader resilience this study will add to academic research on leader resilience.

There is literature to support the notion that executives are "lonely at the top" (Zumaeta, 2019, p. 111) due to factors like increased social distance and limited social support and the tiredness related to their role (Zumaeta, 2019). There is a contrasting literature however, that states the lack of studies maybe due to this cohort of individuals not being easily accessible, with inflexible schedules and researcher bias in that researchers find it difficult to deal with authority-power dynamics of the interaction with senior executive (Zumaeta, 2019). This study will add academic value as the findings of the study can help evolve and build on the executive resilience and upper echelon research literature and improve understanding of processes in top management team dynamics that can result greater organisation performance (Zumaeta, 2019).

There is a lack of research in TMT dynamics and team processes during adversity. This study through the exploration of team behaviour changes in adversity, will evaluate team processes and decision making in adversity. The study will aim to identify how behaviours and team processes within organisations can be changed to improve the triple bottom line and make organisations more sustainable despite adversity. This further supports the business need for the study.

CHAPTER 2 THEORY AND LITERATURE REVIEW

2.1. Resilience

2.1.1. Resilience theory

Resilience can be defined as the ability to have positive outcomes even though there was the experience of threats (Masten, 2001). In the 1970's, psychologists and psychiatrists started analysing children, who due to their circumstances were at risk to psychological distress and developmental problems (Masten, 2001). However it was seen, that not all of these children who were exposed to adversity developed problems (Masten, 2001). Some individuals could overcome the adversity hence this led theorists to examine and critically appraise research in the field of resilience. Different models of resilience have since emerged.

From the study of resilient children, it was thought that these individuals were "invincible and invulnerable" (Masten, 2001, p. 227) and that these children were extra-ordinary. This deficit model of resilience has been challenged, however there was a shift from this view as theorists began to understand resilience as a result of a "basic human adaptive system" (Masten, 2001, p. 227). Resilience was present when these children had protective factors (assets or resources) and "well adaptive working systems" (Masten, 2001, p. 227). Masten (2001) focused her work on resilience as a threat which accounted for the risk of the individual and the ability to adapt. Risk factors had a cumulative effect and an inverse relationship with good outcomes (Masten, 2001). The threats that influenced resilience were the development of the brain and thought processes. Relationships and the ability to control "emotions and behavior" (p. 234) were also found to influence resilience (Masten, 2001, p. 234). Masten (2001) also found that the ability to learn and work closely in an environment improved resilience.

Masten (2001) highlighted some challenges in studying resilience adaption and the outcomes, as there was no consensus on how should adaptability be measured or defined (Beardslee, 1989). In-spite of the challenges researchers have been able to identify that individuals that have strong relationships (Beardslee, 1989) and a support system, cognitive skills and emotional regulation, positive self-view and motivation are more resilient (Masten, 2001; Garmezy & Rutter, 1983; Rutter, 1987).

Resilient leaders can be seen as leaders that have "the ability to bounce back from adversity, frustration and misfortune" (Ledesma, 2014, p. 1). In resilience literature, there are the concepts of recovery, thriving and survival (O'Leary, 1998). Recovery is defined as the return to normalcy. Thriving is a term used in resilience research to describe leaders that are successful in-spite of adversity (O'Leary, 1998). Research work done on thriving, has shown that through difficult circumstances individuals are able to learn from the failures, grow and develop positively and hence lead well balanced productive lives (O'Leary, 1998; Ledesma, 2014). Thriving is seen as being more than survival, which is defined as an ability to function sub-optimally (O'Leary, 1998).

Werner and Smith (as cited in O'Leary, 1998) added to research on childhood adversity by describing key features that reduce the risk of adversity, i.e. an individual looking to solve issues, reframing their experiences positively, faith, positive relationships, and finding a meaning to the adversity. Social resources and individual resources can contribute to the ability of individuals to thrive (O'Leary, 1998). There are multiple factors like the number of events, the circumstances of the adversity, the timing of the adversity and the type of resources being used during crisis (O'Leary, 1998) that contribute to the way individuals react. This poses a challenge for researches to predict and account for the combined effects. This difficulty is further compounded with cognitive distortions during adverse conditions on the availability of the resources (O'Leary, 1998).

2.1.2. Models of resilience:

2.1.2.1. Multivariant focused approach versus the person-centred approach of resilience

Studies on children focused on resilience from two different factor analysis i.e. multi variant focused and person-centred approach. The studies first looked at a "multi-variant focused approach" which analysed the "risk factors, the "adversity", the "outcome", "qualities of the individual" and lastly the "environment" (p. 229) and how this has changed and protected the individual from the crisis (Masten, 2001, p. 229). This approach allowed for the focus on specific intervention that could build resources or "assets" (Masten, 2001, p. 230) of individuals.

The person-centred approach focused on the different "profiles" of individuals, (Masten, 2001, p. 229). The variable approach through statistic was able to link predictors and outcomes however the shortfall of this, is that it did not allow for the effect of the life cycle of an individual in increasing the risk (Masten, 2001). This was alleviated in the people focus approach as it accounts for patterns in a person's life and the processes that result. The challenge facing resilience investigators is that resilience is a dynamic process and there are interactions between individuals and their environments which changes in an individual's life and this can therefore influence resilience (Masten, 2001).

2.1.2.2. The compensatory and protective model of resilience

The compensatory model of resiliency describes mechanisms that help change the manner in which the adverse event is viewed hence reducing the risk that the event poses. Some of the mechanisms identified include "optimism, empathy, insight, intellectual competence, self-esteem, mission, determination and perseverance" (Kumpfer & Hopkins, as cited in Ledesma, 2014, p. 4). O'Leary (1998) views every crisis as building on the adaptability and resilience of the individual. The protective factor model is based on the developmental and systems theory which focuses on individuals that are emotionally aware and can regulate their feeling (Ungar, 2004). These individual are able to engage in interpersonal relationship successfully, have good coping skills are able to overcome adversity due to these protective factors (Ungar, 2004).

2.2. Leader resilience

Leadership studies done in the 1970's and 1980's initially found little significance between leadership and an organisations performance (about a 10% of performance difference) however it was uncovered that this, was probably due to the size of the organisation (Peterson, Smith, Martorana & Owens, 2003). Through the work by Thomas (1998) and reviews that followed, evidence for leadership influencing organisational performance, and being instrumental in balancing people productivity and providing greater returns for the organisation, have evolved (Peterson et al., 2003; Raya & Panneerselvam, 2013). Leaders influence many factors within organisations like culture, strategy, organisational design and create a connectedness within the organisation (Raya & Panneerselvam., 2013), which in turn influences an organisations performance (Peterson et al., 2003).

Most executives aim to create individual identities for themselves and this is seen as their competitive advantage, however this also leads to isolation, which can result in maladaptive behaviours (De Vries, 1989). De Vries advocates that executives need social interaction and support especially due to their isolation. The work demands of long hours, networking with multiple stakeholders, constant travelling, all consume many hours in an executive's life. The changing environments of globalization, downsizing of organisations and the fourth industrial revolution, have all lead to increased workloads. Constant pressure to perform in crisis and challenges in the environment leads to stressful outcomes for executives (Quick et al., 2000). Factors that improve an executives resilience include coping mechanisms like exercise, good social support, a balanced lifestyle and using appropriate tools to cope with life's challenges (Quick et al., 2000). Executives having poor coping mechanisms, engage in maladaptive behaviours like excessive alcohol consumption. This impacts on leadership style especially in transformational leaders (Byrne, Dionisi, Barling, Akers, Robertson, Lys, ... & Dupré, 2014) and has consequences. This has highlighted the need to understand leader resilience qualities that enhance their ability to be agile and adaptable despite adversity.

2.2.1. Internal variables that contribute to leader resilience

Internal variables refer to the characteristics that govern the way an individual interacts with the world based on their own beliefs, exposures from life experiences, their cognitive biases, and coping skills (Ledesma, 2014; O'Leary, 1998). It reflects the person's self-esteem, self- awareness and being in control of their emotions and thoughts (Ledesma, 2014; O'Leary, 1998). A balanced psychological well-being, helps leaders to cognitively process the risk versus benefits of their decisions (De Vries,1985; Quick et al., 2008). These decisions can impact either positively or negatively on an organisation. The ability of a leader to reach out for support is an aspect of psychological well-being (Quick et al., 2000). Executives are responsible for creating a stable foundation for the organisations, therefore, the need for the leaders to be calm and collected, as this leads to better decision making (Quick et al., 2008). Executives are responsible through their resilience, to create safe spaces within the top management teams that give the organization the ability to react to crisis situations (Carmeli et al., 2013).

De Vries, a Canadian psychoanalyst has been researching the "psychopath in the C- Suite". He has found that psychopathic executives behave unethically and this behaviour leads to the demise of organisations (De Vries, 2012). The studies found that almost 3.9% of corporate professionals have psychopathic tendencies and this leads to a lack of empathy and destructive behaviours that negatively impact on organisational culture (De Vries, 2012). In terms of leadership behaviour, Hambrick, Finkelstein & Mooney (2005) suggested that leaders are in a position to delegate and divide work and expressed concern that when there is an escalation of pressure, leaders might turn to destructive behaviours like bullying and threats to meet demands (Rook, Hellwig, Florent-Treacy & De Vries, 2016).

Elkington & Breen (2015) found the following themes in their study of the impact of adversity on leadership resilience, i.e. "optimism and realism" (p. 101), having a clear view of the issue and being able to see the crisis as a learning experience" (Elkington & Breen, 2015, p. 101). The study also found that adversity led to "reflection" which led to greater self-awareness and this facilitated leadership growth (Elkington & Breen, 2015, p. 102). Ledesma (2014) also found that optimism and hope enabled leaders to have self-belief which resulted in successful outcomes. Studies by Bonanno (2004) showed that when people are happy, they give off positive energy, and behave in a morally acceptable manner that aligns with their beliefs, and these all enhance self-belief. Individuals involved in making positive change to their environment, family and broader society are able to use this sense of purpose to build resilience (Masten, 2001; O'Leary, 1998). Tugade and Fredrickson (2004) contributed to identified openness as an attribute of a resilient leader.

Contrasting to these views is the concept of the "personality trait of hardiness" p. 25 which is gaining increasing attention in the resilience research (Bonanno, 2004, p. 25; O'Leary, 1998) as a possible feature of overcoming stress. Hardiness is defined as the ability to find a meaning of the event, believing in the ability to change the external environment and the growth that can take place from the adversity (Bonanno, 2004). This view considers that leaders who are hard perceive threats as less harmful and are less unsettled by the situation thus improving the capabilities of overcoming the stress. Florian, Mikulinear and Taubman (as cited in Bonanno, 2004, p. 25) state that hard people are more "confident" and use the environmental resources to overcome the stress.

Social psychologists have postulated that possible self-enhancement i.e. positive cognitions about the self, can enhance the core capability of being adaptive due to the increased self-confidence (Bonnano, 2004; Luthans et al., 2006). The threat is then viewed as less challenging (Bonnano, 2004; Luthans et al., 2006). This is can however be controversial as these narcissistic traits can have a negative impact on the people in the surrounding environment (Bonanno, 2004; O'Leary, 1998, p. 25). Studies on repressive coping i.e. avoidance of the emotions attached to the crisis by dissociation, have also found that this maladaptive coping mechanism can also contribute to leader resilience as it allowed individuals to adapt easier (Bonanno, 2004; Luthans et al., 2006). When a leader feels they have control over their environments rather than vice versa, this was found to increase leader resilience (Bonanno, 2004; Luthans et al., 2006).

Organisations can be described as "living entities" (p. 96) that are "complex adaptive systems" (p. 96) with interactions that impact each other and hence the system (Elkington & Breen, 2015, p. 96). Complex leadership is fundamental, requiring leaders to form a network of support within the different levels of the organization which can perform together and support each other (Marion & Uhl-Bein, 2001). Edson (2012) demonstrated that two important processes need to occur during adversity. The first being the ability of the system to adapt (Edson, 2012). Secondly the leader to help the team understand the adversity and collaborate the discussion for the solution (Edson, 2012). A resilient leader is one, who has the ability to recover from adverse events, thereby becoming more resourceful and improving the functioning of the organization (Carmeli et al., 2013; Ledesma, 2014).

According to Friborg, Hjemdal, Rosenvinge, & Martinussen (2003), flexibility and the use of personal assets, allow individuals to be more resilient. Personal assets like high self-esteem, self-efficacy, hope and determination contribute to resilience (Rodriguez-Sanchez & Vera Perea, 2015). From a social perspective, the individual's ability to communicate, be in a happy state of mind, and socially adapt, all contribute to personal resources. From leadership resilience research, there seems to be no definite consensus on what traits build leader resilience are therefore this study will add insights into what character traits, within a South African environment contribute

to resilience. The study will also identify how these traits impact on organisational performance.

2.2.2. External factors that contribute to leader resilience

Leaders do not function in silos and hence the ecosystem around them can influence and develop their resilience. From the research on resilience there was evidence that individual self-efficacy characteristics of leaders and external factors like the presence of positive relationships and support within organisation's impacted on an organisation's ability to adapt and change to adversity (Ledesma, 2014, O'Leary, 1998; Carmeli et al., 2013; Beardslee, 1989). Research focused on the relationships (Beardslee, 1989; O'Leary, 1998) that leaders have and the support from their surroundings as the most crucial feature in helping them build resilience (Nishikawa, 2006; Bonanno, 2004). Studies by Beardslee (1998) found that close relationships during crisis, was a protective factor that strengthened resilience. Organisations can through sharing of decision making and the building of networks also add to resilience of their leaders (Nishikawa, 2006).

Early literature on resilience viewed resilience as something inherent however this view has been challenged by work done by Masten (2001), Bonanno (2004), Youssef & Luthans (2007). These authors provided evidence to the contrary that resilience can be developed in individuals and organisations (Luthans et al., 2006). Luthans et al. (2006) in their study on human capital and positive organisational behaviour (POB) found that when organisations focus on the good that people do i.e. their strengths, this resulted in improved performance. Building on an individual's positive psychological state resulted in better self-confidence, being more "optimistic" (p. 31) perseverance and "hope" (p. 31) about situations and this gave them the ability to be resilient and succeed. This has led human resource departments to focus on this aspect to improve resilience of individuals (Luthans et al., 2006, p. 31).

2.2.3. Organisational resilience

Organisational resiliency refers to the ability of organisations to facilitate, support and help develop employee's resilience through decision making (Ledesma, 2014). Tillement et al. (2015) views organisational resilience as "the ability to manage disturbances of the normal workflow and to regain a dynamically stable state that allows the organisation's goals of production and safety to be achieved"

(Rodriguez-Sanchez & Vera Perea, 2015, p.28). Vogus and Sutcliffe (2007) describes the positive change that results in organisations becoming stronger and more resourceful from the adversity. Resilience can be built with organisations having structures in place that constructively address negative critical events, learning points and future changes to prevent recurrences (Greene et al., as cited in Ledesma, 2014). Resilience can be viewed as the ability of an organization to have active measures in place to act on crisis, reduce risk to the organization and protect the organisations financial and human resources and "reputation" (Koronis & Ponis, 2018, p. 32). This is reiterated by Cutter (2008) who looks at organisational resilience as being inherent and adaptive. This concept has the approach that organisations should focus on building resilience and training staff during normal day to day business as usual scenarios rather than focus only during times of distress.

The inherent resilience is building resilience for the future and adaptive resilience is built during adversity (Kuntz, Näwell & Malinen, 2016). Organisations can build resilient capabilities by engaging in processes like performance feedback and leadership support, that can facilitate inherent resilience. (Kuntz et al., 2016). There is evidence that shows that if organisations invest in inherent resilience building, it will lead to business growth and better engagement and well-being of employees by the "preparedness" (Kuntz et al., 2016, p. 459) for the crisis. Kuntz et al. (2016) questioned the transferability of organisations doing "hardiness training" (p. 459) and individual resilience training away from the normal day to day functioning of the workplace and the transferability of the knowledge gained to crisis situations (Kuntz et al., 2016).

Definitions of organisational resilience include the ability of organisations to "recover" (p. 33) from difficult levels by improvising and changing to the environment (Koronis & Ponis, 2018, p. 33). This results in new developments from the crisis (Koronis & Ponis, 2018). Research defines three types of resilience namely strategic resilience which the has structures in place prior to the event occurring and hence changes are made before the adversity occurs (Koronis & Ponis, 2018). This is contrasted to functional resilience which is defined as the capacity to survive the adversity and thirdly, people resilience i.e. relationships and interactions that have survived through crisis. Human resilience is important to organization as it is the builder of trust, protector of the "reputation" (p. 35) and "identity" (p. 35) of the organisation

(Koronis & Ponis, 2018, p. 35). Koronis and Ponis (2018) suggest the following as drivers for strategic resilience i.e. "preparedness", "responsiveness", "adaptability" and "learning" (Koronis & Ponis, 2018, p. 37-38). The authors proposed a framework of resilience where "organisational trust, employee engagement and identification, as well as the existence of open communication and error-free cultures, increase organisational resilience" (Koronis & Ponis, 2018, p. 39) This highlights the need to look at organisational resilience as the social interaction and culture of the organisation and not merely as the strategy and functional capabilities of the organisation (Koronis & Ponis, 2018). This study has identified this gap and will explore organisations roles in supporting the building of resilience.

Buzzanell (2010) evaluates resilience as a "communicative process" (p. 1) which mobilises organisations to act in the five processes described by Richardson (2002). These processes begin with the speaking about the crisis and understanding what has occurred. Thereafter there should be a consideration of the available resources from the current network (Richardson, 2002). The next process involves looking at crisis through different lenses and finding alternative scenarios (Richardson, 2002). Acknowledging the emotional turmoil of individuals is also necessary in adverse conditions (Richardson, 2002). The last process is realising the identity of the organisation and what anchors the values (Richardson, 2002).

Dweck's implicit theory of psychology of individuals with a growth mind set , found these individuals to be more resilient because they are open to new ideas and change and embrace learning and growth (Dweck, 2016). Individuals with growth mindsets are able to do introspection on their own potential and identity, by having an alternate view of their failures and adversity (Ishak & Williams, 2018). Dweck's work has been broadened to view organisations as having fixed and growth mindsets (Ishak & Williams, 2018) and its impacts on the resilience of organisations.

Doerfel & Chewning (2013, p. 41) viewed the response of organisations to adversity as part of the organisation's "life cycles of social ordering" (p. 41) thus focusing on one of the mechanisms of social ordering i.e. communication and how this was used to facilitate change when reacting to disruptions in the environment. Building on the work from Dweck (2016), Richardson (2002), Buzzanell (2010) and Doerfel and Chewning (2013), studies in the field of organisational communication have led to

the benefit of analysing of errors in high reliability organisations (HRO) (Weick & Sutcliffe, 2011). In high reliability organisations, resilience is the core to their existence. Examples of these organisations are healthcare, fire-fighting, military units and banking (Kim & Miner, 2007). Studies have identified that debriefing from crisis led to potential learning from the situations (Ishak & Williams, 2018). This study will evaluate high reliability organisations focusing on healthcare and financial business sectors.

2.2.3.1. Organisational resilience as a dynamic model

Ishak & Williams (2018) viewed resilience as part of "dynamic complex variable in organisations" (p. 192). They found that organization can be "anchored resilient" (Ishak & Williams, 2018, p. 192), where the identity characteristics of the organization help it overcome adversity. Linking this to the prosses of Richardson (2002), these organisations return to normal functioning to "maintain their identity "and therefore the organisations values are never questioned. However there are other organisations which can be regarded as "adaptive" resilient (Ishak & Williams (2018, p. 192), where the adversity is viewed as part of the life cycle and learning and the organisations will adapt and evolve in the process rather than return to normalcy (Ishak & Williams, 2018, p. 192). The work done by Ishak & Williams (2018) which focused on high reliability organisations (HRO), recommended that these organisation evaluate whether they had the resources (i.e. time, human and financial capital, psychological abilities) to adopt to the adaptive resilience approach.

2.2.3.2. Multi-level Interdependencies and resilience in organisations

Organisations are a function of the inter-relationships between the different levels of an organisation. Organisations can be viewed in terms of the micro-level, meso-level and macro-levels, which are all interdependent on each other. This has highlighted the need to look more broadly into general systems theory. This theory analyses organisations in a multi-layered approach rather than through a single layer view which reaffirms the need to acknowledge the interconnected relationship between the levels (Tasic, Tantri, Amir, 2019). This also lends on social exchange relationships. At a micro-level, it is the interaction of individual employees with each other and the meso-level featuring two or more business units (Tasic et al., 2019). The more complex an organisation is, the more difficult the ability for the organisation to be agile and adapt to changes (Vogus & Sutcliffe, 2007). There is evidence from

the research that better formal and informal relationships facilitate more efficiency of business units reacting to situations (Tasic et al., 2019).

Tasic et al. (2019) in their study evaluated the interdependencies of organisational levels and its impact on resilience from two perspectives. These included a formal relationship which result from rules and regulations and the informal relationships which include "trust and reciprocity" which aid in building social supports (Ostrom & Walker, 2003). The study results found that organisations with the combination of formal and informal relations were more resilient than just formal relations. The study also found that this led to better organisation performance (Tasic et al., 2019). Trust was an important feature that contributed to decision making and the faster the transfer of resources within the organisations (Tasic et al., 2019). This study exemplifies the need for strong interdependencies within organisations and recommends three ways that this could be achieved ((Tasic et al., 2019). The study suggested a flattening of organisational structures, implementing matrix structures in organisations and changing organisational culture can enhance the informal relationships (Tasic et al., 2019).

2.2.3.3. Organisational strategies to build resilience

McCray et al. (2016) highlights two different approach that resilience research evaluated resilience i.e. bottom-up view and a top-down view. The bottom-up view believes that organisations employ leaders who have strong resilient traits and these traits become the human capital and a resource that then is used by the organization (Peterson et al., 2003). Together with knowledge and skills of the individual leader, capabilities are present that build resilience.

This is contrast to the top-down view, where organisations through skills training (Youssef & Luthans, 2007) and risk reduction strategies (McCray et al., 2016) and improvement in leaders (Masten et al., 2004) individuals are able to build resilience. Some of the resilience strategies currently used are mentorship, positive organisational behaviour and changes in organisational cultures. Senge (as cited in McCray et al. (2016) identifies five important aspects of organisational learning i.e. "systems thinking, personal mastery, mental models, building a shared vision and team learning" (McCray et al., 2016, p. 1138). Organisational culture that focuses on

these key features facilitate accountability and environments that allow for change and adaptation. (Mc Cray, 2016, p. 1138).

Research done by Luthans and Youssef (2007) in the field of positive organisational behaviour (POB) resiliency, found that learning should take place in organisations, irrespective of the presence or absence of adversity. POB focuses on learning from failures, and identifies ways that organisations can support creativity and improve flexibility (Luthans and Youssef, 2007). Crisp and Cruz (as cited in McCray et al., 2016) defines formal mentorship as a focus on the growth and development of an individual, that will assist in both the professional development and provide psychological support for the individual. McCray et al. (2016) found an improvement in the way managers viewed their jobs and purpose, thus building resilience and well-being after mentoring.

2.3. Team resilience

Team resilience can be considered from an "individual characteristic or as a social factor" (Meneghel et al., 2016, p. 506). Social identity theory states that individuals will identify with their teams and relate to the values and norms of the teams and have similar behaviours and cognitive beliefs to team members (Tajfel & Turner, 1985). According to Totterdal (2000) this results in thinking and acting in the same manner. This is particularly relevant in times of crisis and adversity where different perspectives are needed, Carmeli et al. (2013) in their study explored two constructs of resilience in teams i.e. "resilience efficacious beliefs" (p. 149) and "resilience adaptive capacity" (p. 149). Efficacious beliefs were defined as the team members' belief that they had the ability to overcome adversity or the crisis (Bandura, 1997). "Adaptive capacity" (p. 149) is the ability to analyse a situation comprehensively, and thereafter focus on a solution that will lead to efficiency and efficacy in the organisation (Lengnick-Hall & Beck, 2005) cited in Carmeli et al. (2013).

Lengnick-Hall C.A., Beck and Lengnick-Hall, M.L. (2011) view an organisations resilience as being built from the development of key employees, who can build capabilities, and with their collective abilities at an organisational level, respond to adversity. Lengnick-Hall et al. (2011) identified three core features i.e. "specific cognitive abilities, behavioural characteristics and contextual condition" (Rodriguez-Sanchez and Vera Perea, 2015, p. 29), which they identified as building capacities

for resilience. This is based on an individual's qualities however there is gap with regard to the impact of team processes on resilience. Bandura (1997) discusses the concept of collective efficacy, which speaks to social groups having the sense, that they are safer in a group and therefore have the ability to overcome adversity.

Rodriguez-Sanchez & Vera Perea (2015) identified and evaluated six factors that built team resilience. The work life balance of individuals and the psychological, social and thinking skills were found to be important factors that built resilience (Rodriguez-Sanchez and Vera Perea, 2015). Career development can be seen as an individual meeting their goals and the organisation building on human resources (Rodriguez-Sanchez & Vera Perea, 2015). When organisations take care of the well-being of individuals and treat individuals equally, with remuneration and rewards being fairly allocated within teams, these factors lead to team resilience (Rodriguez-Sanchez & Vera Perea, 2015). The skill of being a good communicator is also crucial for team resilience (Rodriguez-Sanchez & Vera Perea, 2015). Blatt (2009) found that resilience is an important feature of entrepreneurial teams.

2.3.1. Antecedents of team resilience

Gibson (as citied in Gully, Incalcaterra, Joshi, 2002) states that team efficacy refers to "task specific" (p. 819) abilities of a team whereas team potency refers to the team's capability in a larger context of the work environment. These are characteristic capabilities that create greater resilience in teams (Gully et al., 2002). Meneghel et al. (2016) in their study hypothesized that the greater the " job demand i.e. quantitative work overload, role conflict, and ambiguity " (p. 507), the greater the resilience that an organisations developed due to the exposure of a constant difficult situation (Masten & Reed, 2002). The study also postulated that the greater the job resources i.e. teams that collaborated and worked together, the greater the resilience in the team would be, however the study found that only job social resources were positively associated with team resilience and that team resilience was positively associated with team performance (Meneghel et al., 2016). This finding is in keeping with the finding of Carmeli et al. (2013) reiterating the importance of the relational constructs that build team resilience. A surprising finding from the Menghel et al. (2016) study was that job demand i.e. the constant pressure from work environments did not build resilience as seen in other studies. Menghel et al. (2016) states that a

possible reason could be that it builds overall long-term resilience rather than immediate resilience. Luthans et al. (2006) found that resilient teams were more adaptable, creative and reacted better to crisis or difficult situations. Therefore many studies support the concept that team resilience mediates more effective team performance which impacts on improved organisational outcomes.

2.3.2. Inter-professional team resilience

Wilson and Pirrie (2000) defines the concept of inter-professional teams. These are team who through the interaction of team members with diverse skill sets, the engagement, reflection and critical appraisal of their own knowledge, are able to build on team resilience. Team members are able to learn from each other and give up some of their roles (Wilson and Pirrie, 2000). The team then becomes more than the sum of individual skill sets, but a greater sum of the team (Wilson and Pirrie, 2000). McCray et al. (2016) in their study found that the team members viewed their team discussions as a beneficial platform to challenge, learn, assess and evaluate difficulties. McCray et al. (2016) described significant factors like team education, learning from individuals, team experience, team reflection, and team feedback as significant factors that enhance team resilience. This study seeks to broaden the understanding on the influence of inter-professional team diversity and resilience.

2.3.3. Team reflection and resilience

Team refection can be defined as "throwing back of thoughts and memories, in cognitive acts such as thinking, contemplation, meditation, and any other form of attentive consideration, in order to make sense of them, and to make contextually appropriate changes if required" (Taylor, as citied in McCray et al., 2016, p. 7). Teams can learn through past experiences by analysing their decisions and experience and thereafter devising new approaches for the future and improving performance (Edmondson, 2002; McCray et al., 2016). Building from organisational learning research, the focus is moving from an individualistic centred focus of learning to rather a team focused learning approach. The learning focuses on team "cognitions, behaviour, and emotions (Kayes, A.B., Kayes, D.C., & Kolb, 2005). Studies have found that positive team cognitions improve behaviours, motivation and productivity within teams (DeChurch & Mesmer-Magnus, 2010). McCray et al. (2016) identifies the two processes of reflection and mindfulness of teams that can

lead to development of teams. This can be achieved through formal workforce training in the form of mentorship and learning from the actual experiences in crisis.

2.4. Top management teams

2.4.1. Definition of top management teams (TMT)

The literature describes the concept of the Upper Echelon (Hambrick & Mason, 1984) which refers to the organization as a "reflection of its top managers" (Peterson et al., 2003, p. 749). Vyert and March (as cited in Peterson et al., 2003) called this the "dominant coalition" (Peterson et al., 2003, p. 753) at the head of the organisations.

Researchers in the field of upper echelon describe senior managers as the top of the hierarchy as this group is involved in the strategic decision making and interaction with the outside environment of business (Carpenter, Geletkanycz & Sanders, 2004). This definition has been challenged by other authors as their feeling is, that the strategic decision is made as team members working on projects rather than members in high positions and with titles within organisations (Carpenter et al., 2004). The definition has broadened since the initial "dominant coalition" (Carpenter et al., 2004, p. 753) to incorporate executives in senior organisation positions, or those whose remuneration data is publicly available (Carpenter et al., 2004). From the reviews done by Carpenter et al. (2004), it became evident that researchers used "convenience sampling" (Carpenter et al., 2004, p. 759) and information from human resources or CEOs to find their sample group, which was then recognised as the TMT. This variance in the definitions could explain, for some of the discrepancies in the findings in this field of research (Carpenter et al., 2004).

2.4.2. The upper echelon model

Upper echelon theory (Hambrick & Mason, 1984) suggests a managers' background, affects their cognitive biases and values, and consequently impact their strategic choices. Managers' perceptions and evaluations of situations depend on cognitive, demographic and other attributes, including experience in their role, age or communication attributes (Hambrick & Mason, 1984). From these studies the psychological impact from past experiences, was also shown to play a role in strategic decision making (Hambrick & Mason, 1984). Problems that were identified with this model included the assumption, that there was a linear relationship with demographic characteristics of leaders, and resultant strategic choices, which led

to an organisations performance. Another problem recognised was that demographic proxy of executives was an inadequate measure of team dynamics.

When examining executives in TMT there are many variables that need to be considered as the teams consists of different composition, structure, drivers and processes (Hambrick & Mason, 1984). Studies on executives in these TMT have used demography theory to investigate the relationship of demographic variables (age, tenure, education level) of top management executives and the cohesive behaviour of TMT. One such study was done by Wiersema and Bantel (1992) who found that the greater the tenure the more risk averse a team was (Peterson et al., 2003).

Following these debates TMT research has evolved to understand team processes as mediators or moderators of organisational performance. These issues of the model lead to a review by Carpenter et al. (2004) who proposed a new model (Appendix 1) that addressed theoretical constructs derived from the demographic details and moderators and mediators that influence these demographics which change organisational outcomes (Carpenter et al., 2004). The problem with using demographic data of an executive, is that an executive's background may influence his career differently at the earlier stages of his work experience (Carpenter et al., 2004). There could be a change in an executive's performance as they gain experience in their careers (Carpenter et al., 2004). This has led for recent research to focus on the team processes that affect TMT and therefore affect critical organisation outcomes (Carpenter et al., 2004). Studies also highlighted, that it was not the demographic factors that influence decisions but rather the "cognitions, values and perceptions" (Carpenter et al., 2004, p.772). This affirms the need for more studies in team processes as an influencer on TMT decision making. This is the identified gap that this research sets out to explore.

2.4.3. Top management team processes
Executives within TMT are in their personal capacity as well as a group member responsible for the strategic choices and decision making in organisations which contribute to the triple bottom line (Carmeli et al., 2013). Some organisations have made poor choices that have led to the detriment of institutions which has turned the focus of research on TMT processes during times of crisis, where agility and

adaptation to the environmental changes are required (Simsek, Veiga, Lubatkin, & Dino, 2005). A study done by Peterson et al. (2003) which found that CEOs' personalities affected top management team dynamics. This in-turn impacted organisational performance, and had a great influence on strategy (Peterson et al., 2003). The understanding of team processes has become very important in TMT. Studies have looked at cohesiveness, engagement, risk averse decision making, and collaboration as processes within top management teams (Peterson et al., 2003; Toscano, Price, Scheepers, 2018; Bakker, Tims, & Derks, (2012). These studies and others are supporting the need for research on the impact of team processes on TMT resilience and strategic decision making. McCray et al., (2016) found in their study that team culture and team processes were important factors that build on team resilience.

2.4.3.1. Connectivity as a team process

Connectivity is a "relational construct that characterizes the structural ties between members "(Carmeli et al., 2013, p. 149). "Cohesiveness refers to the interaction and bonding between members " (p. 151) whereas connectiveness refers to the "nature of the connection" (Carmeli et al., 2013, p. 151). Connectivity is manifested in "openness" (p. 149) in the team and "generativity" (p. 149) i.e. learning and discovery of new insights (Carmeli et al., 2013, p. 149).

Connectivity involves team members engaging with one another and thus influencing the work processes in times of adversity. Losada and Heaphy (2004) studied connectivity in business units and found that strong connectivity in teams led to high positivity which in turn led to greater emotional safety, where there was freedom to explore opportunities. Edmondson (2003) speaks about psychological safety that connectivity facilitates which allows people to engage with less defensiveness and have constructive strategic discussions (Carmeli et al., 2013).

According to the "Broaden and build theory" (p. 151), when individual experiences are positive, they are able to expand their thought processes and improve on the resources and able to manage and cope better (Carmeli et al., 2013). Attribution theory is the theory that ascribes that peoples' behaviours will be caused by the locus of control of their surroundings. In Attribution theory, resilience is dependent on how

much the individual feels he can control in the environment versus the degree to which the environment controls the individual (Luthans et al., 2006).

Studies done by De Vries and Miller (1985) provided evidence showing the importance of the psychological well-being of leaders in weighing the risk versus benefits in decision making which ultimately impacted on organisational performance. Studies done on CEO personalities and their impact on top management team dynamics, have looked at emotional lability as a factor impacting on risk averse decision making (Peterson et al., 2003). Due to low self-esteem and confidence these leaders possess, they lack the conviction to take on risky decisions (Peterson et al., 2003).

2.4.3.2. Engagement as a team process

The definition of engagement within a team can be described when a team member is excited, able to invest time and effort into decision making within the team (Toscano et al., 2018; Bakker & Demerouti, 2008). Toscano et al. (2018), and other researchers have done studies on engagement as a variable that affects top management teams. Bakker, Tims, and Derks, (2012) found the engagement can lead to good outcomes in a TMT. Bakker and Demerouti (2008, p. 24) defines work engagement as vigor which is the "mental resilience" that employees display (p.24), "high energy" (p. 24) which consists of employees that are committed to their work because they are feeling valued, enthusiastic and challenged in their work environment. They also describe employees being absorbed in their job and difficult to actually leave their work (Bakker & Demerouti, 2008). Employee engagement therefore results in better outcomes for the organization (Bakker & Demerouti, 2008).

Organizations and leaders that invest in resilience training, and have supportive cultures will benefit from having employees with better resources and capabilities which can result in more resilient behaviours like engagement which will enhance their response to crisis (Kuntz, Naswall & Malinen, 2016). This results in a shared value proposition (Kuntz et al., 2016). Resilient behaviours can be described as employees being more innovative, being accountable, autonomous decision making, thinking about new ways to tackle environmental challenges, resulting in better organisational outcomes (Kuntz et al., 2016). Job resources such as supportive environment," performance feedback" diverse skill set, "independence" and learning

areas described by Bakker and Demerouti (2008, p. 24) to promote and drive employee engagement.

Engaged employees are found to have better self-efficiency, self-esteem, and optimism (Bakker & Demerouti, 2008). This makes them significantly more resilient to cope with work challenges (Bakker & Demerouti, 2008). They feel that they are more in control of their surroundings due to high spirits and they are confident in their work. An engaged employee is one that enjoys the environment and sees work as full of fun and laughter (Bakker & Demerouti, 2008). They have a positive outlook, motivate, inspire and are more open to creative solutions and they take on more. This spreads to fellow employees as well (Bakker & Demerouti, 2008). The most significant job resources that predicted engagement were support, autonomy and feedback(Bakker & Demerouti, 2008). These positive emotions create this environment of "exploration" (p. 25) and the individuals are able to see opportunities (Bakker & Demerouti, 2008, p. 25) which are needed during adversity. Engagement as a team process allows for the individual to be able to influence team members and this is especially significant if the leader is engaged (Bakker & Demerouti, 2008). Mindful teams are more deliberate and aware of the circumstances and hence more resilient because of the ability to engage and learn from their failure (Weick & Sutcliffe, 2001) and therefore the team is ready for future events.

Emotional resilience is defined as the ability to cope and maintain functioning in adversity (Sameroff & Rosenblum, as cited in Khan Soundararajan, Wood, & Aham, 2017). Emotional resilience is linked to behavioural resilience which is defined as the manner in which individuals behave in response to the adversity (Luthar, Cicchetti, Becker, 2000). Employee engagement has been well studied with reference to employee satisfaction and performance (Kuntz et al., 2016; Khan et al., 2017.) and the findings have been that employees who feel valued and fairly compensated and rewarded for their performance are better engaged in organization and team processes (Khan et al., 2017). Studies done in mergers and acquisition found that well compensated financial (monetary) and non-financial (career development, promotions etc.) rewards, attracted top managers and retained key talent (Khan et al., 2017). These behavioural changes were which were incentivized by rewards, allowed for the "transformational changes" (Kotter & Cohen, as cited in Khan, 2017, p. 4).

2.4.3.3. Collaboration as a team process

Collaboration within a team, facilitates and supports the uniqueness of the individuals in the team and embraces different perspectives (Richards, 2003). The individuals in the team are expected to test their own cognitive bias and allow for the openness of exploring the new views (Richards, 2003). An essential feature of collaboration is a "shared language" (p. 22) that teams need to develop the skills necessary for tasks (Richards, 2003, p. 22). Team members require emotional intelligence to truly collaborate (Richards, 2003) and this is especially necessary when adversity occurs as emotions can become erratic.

According to Richards (2003) an "effective" (p. 21) leader is one who ensures that his team has the necessary "knowledge" (p. 21) and "information" (p. 21), resources and capabilities to overcome adversity through enabling the team to develop psychological abilities to change rapidly and learn. Richards (2003) states that for teams to have better outcomes, collaboration is essential in teams. Diversity within a team allows for the challenging of the status quo and allows for new ways of doing things (Richards, 2003).

Successful TMT rely on collaboration between team members and extensive information and prefer this team dynamic, to competitiveness within the team (Eisenhardt, 1999). Woods (2005) states that when business units can work together and not in silos, a more knowledgeable picture of the situation is visible. Collaboration has led to positive outcomes and team members being happy according to Tsai, Melia & Hinsz (2019).

Patterson, Woods, Cook and Render (2007) discusses cross collaboration, which is a strategy whereby two or more individuals evaluate the information and this bears results from different perspectives. This process enhances resilience by the individual doing the cross check, having different "goals, responsibilities, functions, authority, stance, expertise, resources, methodologies and knowledge or information of various types" (p. 156) than the original assessor. (Patterson et al., 2007, p. 156). This process however has both benefits and costs. The benefits being erroneous decisions can be addressed efficiently and hence avoid detrimental sequelae (Patterson et al., 2007). The resultant problems are the changing of plans, logistical

difficulties with scheduling people, lack of responsibility of team members, and the increased costs (Patterson et al., 2007). An identified problem is the specialized knowledge is required by the individual carrying out the process (Patterson et al., 2007).

2.4.3.4. Cohesiveness as a team process

Cohesiveness in a group can be defined as "the resultant forces which are acting on the members to stay in a group" (Festinger, 1950, p. 274). Janis (1982) in the theory of groupthink describes group think as "the mode of thinking that people engage in when they are deeply involved in a cohesive ingroup when members striving for unanimity override their motivation to realistically appraise alternative courses of action" (Janis, 1982, p. 9). Research found that cohesiveness in the group is a component of group thinking but does not equate to group thinking ((Mullen, Anthony, Salas & Driskell, 1994). Janis (1982) describes other antecedents features of group think as directive leadership and appraisal. Festinger (1950) found that cohesiveness was as a result of people in liking of each other in the group, group status, and the commitment to the group. The size of a group affected a multitude of other components of the group like social projection effects, heterogeneity effects cognitive bias which affected cohesion in the group (Mullen et al., 1994).

Stewart (as cited in Mullen et al., 1994) affirms that cohesiveness in the decision-making environment impacts the decision. This is of particular relevance when considering resilience, as this impacts on decision making (Mullen et al., 1994). Mullen and Cooper (as cited in Mullen et al., 1994) found that the size of the group affected cohesiveness, which significantly impacted the outcomes of the group. Larger groups tend to be more divided, perform less effectively and have less participation (Mullen et al., 1994). Mullen et al. (1994) found that commitment to the task improved cohesiveness and therefore the quality of decision making. Dislike of members decreased cohesion and impacted negatively on decision making (Mullen et al., 1994).

According to Bandura (2007) collective efficacy occurs when a team, through the group experiences, believes that with the resources and capabilities they possess can overcome adversity. Bandura (2007) states that when an individual has the belief that they have the ability to be in control, then they will persevere. Team members

have to move away from focusing on an the impact of a crisis on them, but rather focus on the impact on the team (Johnson & Johnson, 2005). This misalignment influences team cohesion on differing goals, team togetherness and how the team succeeds (Johnson & Johnson, 2005). The problem with this inward focus of the individual, is it results in lack of communication, conflict with team members, dissatisfaction in the team and change in team dynamics. These maladaptive behaviours influence resilience negatively. West, Patera and Carsten, (2009) comment, that teams that have good relationships and open communication are able to face adversity and overcome it easier. Mature teams are more cohesive as the teams have worked together longer, developed relationships, and are therefore more resilient (West et al., 2009).

2.4.4. Strategic resilience in TMT

Strategic resilience was introduced Morais-Storz, Stoud Platou and Norheim, (2018) and defined as a "dynamic concept" (p. 28) which consisted of three principals. These principles are that top management teams should be able to "problem formulate" (Morais-Storz et al., 2018, p. 28), prepare for the future, and have "organisational legacy" (Morais-Storz et al., 2018, p. 28). This implies that organisations should not only deal with immediate threats but to plan for future possible challenges and proactively develop innovative solutions. The next focus is on TMT being visionary, considering how the company will move in a forward direction and how the team can assist with this process. Legacy of organisations can lead to impeding and stifling resilience, hence the organisations need to enable change by gaining qualities to evaluate, formulate and cultivate the new information and processes (Morais-Storz et al., 2018).

2.5. Decision making strategies

Comprehensive decision making is when a team analyses through rigorous discussion, evaluates information, and makes strategic decisions. (Fredrickson & Mitchell, 1984). This intensive process is done to reduce risk and reinforce the commitment to the strategic choice that ultimately improves the organisational performance (Christensen & Fjermestad, as cited in Carmeli et al., 2013). The comprehensiveness consists of evaluating the risks and benefits of the situation, and then making a strategic plan (Janis & Mann, 1977). This allows for executives to have a broader picture to make the informed decisions (Janis & Mann, 1977). The risk is

reduced as the bias of the team is challenged through the discussion (Miller & Rahe, 2008). Carmeli et al. (2013) proposed that resilient teams had the capacity to reframe crisis, critically appraise situations with the vast information provided, and react with agility. More connected top management teams (TMT) resulted in more comprehensive strategic decision making (Carmeli et al., 2013). Carmeli et al. (2013) found that TMT connectivity enhanced strategic decision comprehensiveness, resilience efficacious beliefs and TMT adaptive capacity. Consensual decision-making occurs when there is a discussion from all team members and from that discussion, an acceptable decision is made. (Toscano et al., 2018).The gap in research lies in evaluating decision making in adversity.

Summary of the literature Review

Leaders and organisations face the constant challenge of the changing environment of business. Resilience is defined as the ability to bounce back and have positive outcomes from theses adversity (Masten, 2001; Ledesma, 2014). Executives make a significant contribution as leaders impacting organisations, employee-wellbeing, society and stakeholders (Quick et al., 2000; Peterson et al., 2003; Raya et al., 2013). Prominent researchers on resilience have found some of the internal variables of leaders that enhance leader resilience (Bonanno, 2004; De Vries, 1985; Elkington & Breen, 2015). Emotional intelligence was identified as an important leader trait for resilience and other significant traits included hope, optimism (Elkington & Breen, 2015; Ledesma, 2014; Bonanno, 2004). There has also been controversy about some of the proposed resilience traits of leader's like hardiness and self-enhancement as well narcissistic traits (Bonanno, 2004). This unanswered question highlights the need for further exploration. Quick et al. (2000), Peterson et al. (2003) and Raya & Panneerselvam. (2013) put a compelling case for this study and the great need, to gain insights into leader resilience due to the impact that leaders have on organisational outcomes. There is evidence that resilience can be built and developed (Masten, 2001) and resilience research has established some external factors like positive relationships, organisational support and cultures that can build leader resilience (Ledesma, 2014; O'Leary, 1998; Carmeli et. al., 2013; Beardslee, 1989; Nishikawa, 2006; Bonanno, 2004). There still in a more needs to understand the external factors that contribute to leaders' resilience.

Leading on from the leader resilience, resilience research has focused on the role of leaders in TMT dynamics. Upper echelon theory (Hambrick & Masen, 1984) suggests a managers' background affect their cognitive biases and values, and consequently impact their strategic choices. Previous studies in TMT research primarily focused on demographic features as a proxy to understand team processes and decision making. This is seen as problematic due to assumption of the linear relationship between demographic features of a leader and organisational outcomes (Hambrick & Masen, 1984; Carpenter et al., 2004). This has highlighted the need for the study of team processes as a mediator of TMT and the impact on decision making (Peterson et al., 2003; Toscano et al, 2018; Bakker, Tims & Derks, 2012). Team resilience can be considered as an "individual characteristic or as a social factor" (Meneghel et al., 2016, p. 506). Social identity theory states that individuals will identify with their teams and relate to the values and norms of the teams and have similar behaviours and cognition beliefs to team members (Tajfel & Turner, 1985; Totterdal, 2000). The gap identified in research are the factors that impact on team processes like connectivity, engagement, collaboration and cohesiveness during adversity and how do these factors influence team resilience (McCray et al., 2016). Executives within TMT are personally as well as a group member, responsible for the strategic choices and decision making in organisations, which contribute to the triple bottom line (Carmeli et al., 2013). This highlights the question of how do resilience in teams change decision making in organisations which impacts organisational outcomes.

CHAPTER 3 RESEARCH QUESTIONS

Resilience in organisations can be defined from a leader (i.e. individual), team and organisational perspective. Masten (2001) from her work on resilience in children found resilience as a threat which accounted for the risk of the individual and the ability to adapt, and this was extrapolated into resilient leaders who can be seen as leaders that have "the ability to bounce back from adversity, frustration and misfortune" (Ledesma, 2014, p. 1).

The role of leadership is crucial in building resilience and shaping the culture of organisations that support growth mind sets and innovation (Rodriguez-Sanchez & Vera Perea, 2015). This amplifies the importance of evaluating the role leaders play in team and organisational resilience. There is a need to explore the qualities of leaders that enable the building of resilience for the organisation. From the leadership literature, there is evidence that the transformational leader will facilitate innovation, foresight and build relationships (Rodriguez-Sanchez et al., 2014). The authentic leader can develop important components for resilience (Luthans & Avolio (2003). According to Sutcliffe and Vogus (2003) leaders should be able to explain and give meaning to the challenge that is being experienced. The evidence shows the importance of leadership forging resilience in teams and organisations.

Internal factors of resilience are an individual's ability to adapt to adversity based on their own beliefs and the lens through which they view the world (O'Leary, 1998). It is dependent on the leader's internal dialogue and appraisal of a situation and this is based on the leader's cognitive biases (Beardslee, 1989). The literature identifies numerous traits like an individual's self-esteem, self-awareness, being in control of their emotions and thoughts (Ledesma, 2014; O'Leary, 1998), optimism and realism (Elkington & Breen (2015) as integral traits that contribute to a leader's resilience. However, the literature also points to some maladaptive qualities like hardness and self-enhancement (Bonanno, 2004) that may or may not contribute to resilience. The literature also speaks to the issue of resilience traits as being context specific (Ungar. 2008). The need for a better understanding of these determining qualities that leaders should possess to drive these behaviours contributed to the formulation of research question one.

Research Question 1: What are the determining qualities that leaders should possess to be resilient?

The literature describes the concept of the Upper Echelon which refers to the organization as a "reflection of its top managers" (Hambrick & Mason, 1984, p. 7490. Vyert & March (as cited in Peterson et al., 2003), called this the "dominant coalition" (Petersen et al., 2003, p. 753) at the helms of organisations. It is therefore important to understand the processes within top management teams and the variables that affect the processes as these impact on the strategic direction, choices and company performance (Carmeli et al., 2013).

Over the years there have been shortcomings in the performance of organisations due to the detrimental decisions that were taken. This has led research to focus on TMT dynamics during times of crisis where agility and adaptation to the environmental changes are required (Simsek et al., 2005). A study done by Peterson et al. (2003) which found that CEO personality affected top management team dynamics which in-turn impacted on organisational performance, and had a great influence on strategy (Peterson et al., 2003). Studies on CEO personality found that psychopathic executives behave unethically and this behaviour leads to the demise of organisations (De Vries, 2012). The studies found that almost 3.9% of corporate professionals have psychopathic tendencies and this leads to a lack of empathy and destructive behaviours that negatively impact on organisational culture (De Vries, 2012). In terms of leadership behaviour, Hambrick et al., (2005) suggested that leaders are able to delegate and divide work and expressed concern that when there is an escalation of pressure, the leaders might turn to destructive behaviours like bullying and threats to meet demands (Rook et al., 2016). From the review, the evidence points to a change in behaviours when teams are faced with adversity. This has prompted the formulation of research question two to try to uncover the resultant behaviours that occurs in teams during challenging times.

Research Question 2: How do team dynamics change in adversity?

Studies of executives in TMT have used Demography theory to investigate the relationship of demographic variables (age, tenure, education level) of top management executives and outcomes of TMT and organization (Hambrick & Mason, 1984). Problems that were identified with this model included the

assumption that there is a linear relationship with demographic characteristics which result in strategic choice which leads on to organisation performance and that team dynamics were studied by demographic proxy (Carpenter et al., 2004). This has led to the focus of studies on team processes and the impact of these processes on organisational outcomes.

Team resilience can be considered from an "individual characteristic or as a social factor" (Meneghel et al., 2016, p. 506). Social identity theory states that individuals will identify with their teams and relate to the values and norms of the teams and have similar behaviours and cognition beliefs to team members (Tajfel & Turner, 1985). According to Totterdal (2000), this results in thinking and acting in the same manner. Lengnick-Hall et al. (2011) views an organisation's resilience as being built from the development of key employees who can build their capabilities and their collective ability at an organisational level can respond to adversity.

Carmeli et al. 2013 focused their study on connectivity which evaluated the relationships and "structural ties" (Carmeli et al., 2013, p. 149) in the team and how this impacted on resilience. Resilience of executives impacts on connectivity and is manifested in "openness" (Carmeli et al., 2013, p. 149) in the team and "generativity" (Carmeli et al., 2013, p. 149) i.e. learning and discovery of new insights (Carmeli et al., 2013). Toscano et al. (2018) studied engagement as a team process within a team and the impact on decision making. Bakker, Tims, and Derks, (2012) found the engagement can lead to good outcomes in top management teams. Other studies on team processes by Eisenhardt (1999) found collaboration between team members through the exchange of information facilitated successful TMT rather than competitiveness within the team. Cohesiveness in a group is "the resultant forces which are acting on the members to stay in a group" (Festinger, 1950, p. 274). The Johnson and Johnson (2005) study focused on how misalignment between team members having an individualistic approach to a crisis instead of the impact on the team, influences team cohesion, goals and how the team succeeds. The problem with this inward focus of an individual is that it results in lack of communication, conflict with team members, dissatisfaction in the team and a change in team dynamics. These maladaptive behaviours influence resilience. West et al. (2009) commented that teams that have good relationships and open communication are able to face adversity and overcome it easier. From research on team processes and

resilience, there is still a lack of understanding of the factors influencing team processes and the impact of these team processes on resilience. this has led to the formulation of research question three.

Research question 3: How can team processes build resilience in top management teams?

Sutcliffe and Vogus (2003) have said that resilience can be built through problem solving networks, social capital and relationships through respectful interactions and sharing an analysis of information that help in decision making. Comprehensive decision making is when TMT through rigorous discussion and evaluation of information make strategic decisions (Fredrickson & Mitchell., 1984). The more connected top management teams (TMT) are, the more comprehensive strategic decision making becomes (Carmeli et al., 2013). The concept of consensual decision-making occurs when there is a discussion from all team members and from that discussion, an acceptable decision is made. (Toscano et al., 2018). This suggested the need to understand how team processes like cohesiveness, engagement, collaboration, and connectivity build resilience in TMT (Peterson et al., 2003; Toscano et al., 2018; Bakker et al., 2012) and their impact on strategic decision making during adversity. This leads to the formulation of research question four.

Research Question 4: How does adversity change strategic decision making?

External variables of resilience refer to the ecosystem that surround the leader and how this system supports the individual (Ledesma, 2014; Nishikawa, 2006). Dweck (2016)'s work on fixed and growth mindsets has been broadened to view organisations as having these mindsets (Ishak & Williams, 2018) and hence its impacts on the resilience of organisations. Organisations with a growth mind set are more resilient because they are open to new ideas and change and embrace learning and growth (Dweck, 2016). Factors like organisational trust, employee engagement and identification, as well as the existence of open communication and error-free cultures can increase organisational resilience (Koronis and Ponis, 2018).

Literature focuses on the relationships (Beardslee, 1989; O'Leary, 1998) that leaders have and the support (Nishikawa, 2006; Bonanno, 2004) from their surroundings as the most crucial feature in helping them build resilience. Tasic et al. (2019) in their

study found that interdependencies of organisational levels impact on resilience from two perspectives i.e. formal relationships which result from rules and regulations and the informal relationships which include "trust and reciprocity" which aid in building social supports (Ostrom & Walker, 2003).

There is limited research evaluating the external factors that build resilience. This has led to the formulation of research question five.

Research question 5: What are the factors that contribute to leader, team and organisational resilience?

CHAPTER 4 RESEARCH METHODOLOGY AND DESIGN:

4.1 Choice of Methodology

The research philosophy is interpretivism which relates to the study of social phenomena in their natural environment (Saunders & Lewis, 2018). The interpretivism perspective is relevant in business and management research as it involves the exploration of the different roles of the leaders and employees within complex organizations. It refers to the social interactions of people at a given time that act together and display social phenomena. The researcher had to be aware of their own biases and personal values when exploring the connections and complexities of the interactions within the organisations as our personal values influence the way in which we perceive the world around us. Within the TMT these social phenomena are also present.

The inductive approach to research refers to a "bottom up" (Saunders & Lewis, 2018, p. 113), approach to research. Through an exploration process, new ideas and theories can be developed (Saunders & Lewis, 2018). Inductive research involves the gathering and analysis of information looking for patterns and then formulating possible propositions (Saunders & Lewis, 2018). The inductive approach in this study allowed for the exploration of executive and top management team resilience and TMT processes in organisations, and the influence of resilience on decision making in organisations. It involved the interaction of the human connection in organisations (Saunders & Lewis, 2018). The process involved the collection of new information and an analysis and evaluation of the themes from the information gathered. A comparison of the theory with the findings was done and as well as a re-evaluation of existing theory.

Through the literature review it can be concluded that there is a lack of understanding of resilience in executives and top management teams, TMT processes and the influence of resilience in decision making in businesses in South Africa. The aim of this study was to seek new insights and ask new questions around executive and top management team resilience and TMT processes, and therefore the study was classified as an exploratory study (Saunders & Lewis, 2018). Exploratory research provided a greater understanding of a concept of executive and TMT resilience and crystallised the problem (Zikmund, Babin, Carr & Griffin, 2003). Exploratory research

in this study, was used to diagnose executive and TMT resilience in a South African context, and screened for the influence of resilience on decision making in top management teams. (Zikmund et al., 2003). The study explored the factors that influenced TMT processes of connectivity, collaboration, engagement and cohesion as team processes and their impact on decision making in TMT.

The study provided a granular, nuanced account on executive resilience and the influence on top management teams processes. Appropriate theorising on this issue was extended based on the findings. There was a limited scope for quantitative approach in this study hence qualitative research methodology was more appropriate. (Saunders & Lewis, 2018; Zikmund et al., 2003). Qualitative research involves the analysis of the spoken language and interpretation thereof (Zikmund et al., 2003). The study is evaluating decision making, hence qualitative research is preferred by strategy researchers as the processes in the field of strategy are evolving and not a snapshot of a period in time, and this particular area is subjective (Kisfalvi & Pitcher, 2003). Due to the nature of the study, in-depth semi-structured interviews were conducted. Qualitative research methodology is particularly relevant to this study as we examine executive resilience from a human behaviour perspective (Robson, 2002).

Ungar (2003) has argued that qualitative methods for resilience research is able to allow participants in studies to express the real variables rather than "arbitrary" (p. 85) variables being tested. It also takes into consideration the social and cultural influences on the subjects and hence its impact on resilience. Ungar (2003) goes on to suggest qualitative research methodology in resilience enables the unravelling of "protective processes" (Ungar, 2003, p. 85) that are important in the development of a person's resilience. It allows for a more detailed view of the context to be understood (Ungar, 2003). It allows for the unheard voices (Ungar, 2003). It promotes the evolution of information from a local perspective rather than generalisability, and lastly, makes researchers accountable for their bias (Ungar, 2003).

Qualitative research allows for a close engagement and increased amount of time spent with the interviewee and this facilitates the researcher to discern patterns from the information gathered (Ungar, 2008). It also allows for life experiences to be told

by the individuals themselves and adds greater insights into the topic studied (Ungar, 2008). It accounts for the complexity of relationship processes, experiences and the social and political factors that play a role (Ungar, 2008). Qualitative methodology removes the short-sighted quantitative approach to resilience research when only specific factors are tested for, and rather allows for a broader scope to the variables researched (Ungar, 2008).

Qualitative research is particularly relevant to resilience because it is individualised, and specific to different contexts and environments. This study will focus on the uniqueness and behaviour patterns in two highly regulated industries, namely healthcare and financial. This research methodology is about peoples' experiences so it is not generalisable but rather transferable (Ungar, 2008). The dialogue of qualitative research allows for the alternative constructs to be voiced and subsequent engagement that can result from these new ideas (Ungar, 2008).

Solis, Aristomene, Feitosa and Smith (2016) state that the qualitative research method can be useful to study team dynamics as the various components like team responsibilities, "team emergent states" (Solis et al., 2016, p. 739) and processes can be evaluated not at a specific time but rather over a spectrum of time through qualitative means. Each team member brings their own intellectual capacity, morals, values and behaviours which impact team processes and the team's outcomes (Solis et al., 2016). Qualitative data collection allowed for more meaning and conceptual understanding of team "emergent states" (p. 739 like trust and openness (Solis et al., 2016; Kisfalvi & Pitcher, 2003). Team processes is the experience of the individuals within the team which will result in the "emergent states" (Solis et al., 2016, p. 739).

4.2 Population

A population is a group of people who have the similar characteristics (Zikmund et al., 2003). The sample population consisted of 16 senior executives from the healthcare and financial business sectors in South Africa. These sectors have similarities as they are highly regulated by government and external bodies, and both face volatile changes in the environment of business.

4.3 Unit of analysis

The study used senior executive that made up top management teams as the unit of analysis as these individuals share in the decision making in organisations (Hambrick and Mason, 1984). The definition of senior executives was those regarded as the "dominant coalition" (Carpenter et al., 2004, p. 753) i.e. the helm of the organisations and their direct reports (Carpenter et al., 2004). There were team based questions to explore resilience in top management team processes and decision making. Carpenter et al. (2004, p. 769) highlights the need to be cognisant of "team aggregation" as it may impede the influence of variables and processes that maybe relevant to the research area of executive resilience.

4.4. Sampling method and size

The identified research questions were answered using cross-sectional, qualitative data, from 16 semi-structured interviews of senior executives, of which one was conducted telephonically and fifteen face-to-face. Two industry sectors (healthcare and financial) were utilised so that inter-sectoral comparison could also be made. There sample was evenly distribution between the two industry groups and the cohort consisted of a mixed gender. The sample size of 16 was determined to be a reliable size due to saturation of the findings as there were no new themes of differences found within the sample (Guest, Bunce & Johansson, 2006). The information gathered from the data was confidential and no names of senior executives or organisations are reported. No specific details of executives were requested. Data was stored without identifiers. All efforts were made so that views shared cannot be traced or identified to the interviewees.

Non-probability sampling is when the researcher chooses the populations based on the required purpose of the study (Zikmund et al., 2003). A non-probability convenience sampling method was used in order to gain access to the population (Saunders & Lewis, 2018) of senior executives due to their lack of availability and reluctance to participate. The researcher solicited interviews by contacting executives through emails outlining the aim and purpose of the study and the nature of their participation. Interviews were arranged at the convenience of the executives with support from their personal assistants. The researcher chose executives that belonged to larger organisations as these organisations had TMT which consisted of

more than five members in the team. This was done deliberately as the study was focusing on team dynamics and this was an acceptable size according to Wiersema and Bantel (1992).

4.5 Measurement instrument

In order to conform, an interview guide, Appendix 1, was drawn up and utilised in the interviews of senior executives. It is important to note that the use of interview guides does not pre-empt the "open- ended" nature of the qualitative interview, and the opportunity for exploring unstructured responses remains (McCracken, 1988). The interview guide was developed to initiate open discussion about executive resilience (McCracken, 1988) The interview guide reduced the limitations of researcher bias and brought an aspect of conformity to the interviews. The interview guide was merely a guide and not meant to be prescriptive. The researcher was able to provide additional depth and insight into the subject matters being elicited during the interview and from the research. The interview guide provided structure and completeness and assisted in ensuring that the interviews were completed within the targeted one-hour time period.

The interview guide, Appendix 1, consisted of an introduction which included a demographic detail such as age, gender, level of current job, and the number of years of work experience of the executive. A question pertaining to the number of members in the top management was also asked. An introductory question about the executive's leadership role in the present organisation was used to initiate and open the discussion. McCracken (1988) suggests that this part of the interview due to its unstructured style will allow the interviewee the freedom to speak about their organisations giving insights into the information that they feel is important. Many of the interviewees used this as an opportunity to describe their organisations' structures in this study. Questions pertaining to the four research questions followed. The first research question enquired about what the executive thought were the determining qualities that executives should possess to be adaptable to change. Drawing from their years of experience at senior executive level, executives were asked about external factors (i.e. organisational) that they identified could build resilience in leaders and TMT.

The questions that followed on the interview guide were related to TMT. Executives were asked about the changes in team dynamics when there was adversity. Efficacious beliefs were defined as the team member's belief that they had the ability to overcome adversity or the crisis (Bandura, 1997) hence executives were asked from their years of working in TMT whether self-doubt or lack of confidence within the team ever occurred when faced with challenges.

Building on Upper Echelon theory in TMT (Hambrick and Mason, 1984). and the need to understand the impact of team processes in TMT, this study focused on exploring the factors that influence team processes affecting resilience. The researchers focused on four team processes i.e. connectivity, cohesiveness, engagement, and collaboration in this study (Peterson et al., 2003; Toscano et al., 2018; Bakker et al., 2012; Carmeli et al., 2013) and executives were asked to comment on what they felt, were the influencers to team processes and what built resilience in TMT. Executives were then asked to comment on what they thought were the key attributes that resilient teams should have in order to overcome adversity.

Decision making in times of adversity was also explored in this study. "Adaptive capacity" is the ability to analyse a situation comprehensively, thereafter focus on a solution that will lead to efficiency and efficacy in the organisation (Lengnick-Hall & Beck, 2005). Comprehensive decision making is when TMT through rigorous discussion and evaluation of information make strategic decisions (Fredrickson & Mitchell, 1984). Executive were asked to elaborate on the way decision making was done in their teams during adversity. Executives were asked whether their team members were adaptable, and open to new ideas and change.

4.6 Data gathering process

The technique employed to collect the data was intensive, in-depth semi-structured exploratory interviews with selected senior executives to shed light on this topic. All interviews were done personally by one researcher with the use of the interview guide Appendix 1. Interviewees were informed that this was a voluntary process and they could at any time choose to withdraw thus maintaining ethical standards of qualitative interviewing (Orb, Eisenhauer & Wynaden, 2002). A consent form, Appendix 2, was explained and signed prior to the interview. Interviews were

recorded using a Dictaphone after consent was obtained for the recording. The time allocated per interview was one hour. During the interview, given the organisational context, some questions were omitted and the order of questions varied. Additional questions were also asked to explore the research questions and objectives depending on the situations that arose (Saunders & Lewis, 2018). The researcher was aware that necessary strategies had to sometimes be used to prevent interviewees from taking charge of the interview. The executives were reassured that names of executives and or companies would not be used and confidentiality will be maintained always. The interview would be referenced by the industry (Healthcare and Financial) and given numbers. (e.g. HC 1 or FIN 1).

4.7. Reliability and validity

Studies on reliability and validity highlight critical criteria that need to be met for qualitative research to reliable and valid. Guba & Lincoln (as cited in Morse, Barrett, Mayan, Olson & Spiers, 2002) describe these criteria as "trustworthiness, are credibility, fittingness, auditability, and confirmability" (Morse et al., 2002, p.15). This is dependent on the interviewee and some of the important attributes that interviewer should possess is the ability to be flexible and change according to the interview process. other techniques prescribed include the interviewee ability to clarify points and "summarize" (Morse et al., 2002, p. 15) the findings. Sensitivity to the interview process is recommended (Guba & Lincoln, as cited in Morse et al., 2002).

The above skills were implemented during the interview process and rapport was established to build trust worthiness. This cohort of executives was very interested in the topic of resilience and hence were deemed to be trustworthy as they accepted the opportunity with great enthusiasm. Data was collected from TMT executives who from previous research are found to provide reliable data about their perceptions of TMT (Carmeli et al., 2013). The data reflected the way executives experience team level dynamics. This data will be more likely to be valid and reliable as executives are describing the process of their team and not themselves. This would facilitate more open dialogue. The study cohort consisted of four executives who worked in financial and healthcare business sectors hence they were able to give accounts from both business sectors. This increased the reliability of the results as the reporting was consistent and there were non-biases.

4.8. Analysis approach

All interviews were transcribed and themes identified and cross checked to add validity to the process. Marshall and Rossman (2006) recommends an analysis method of Identification of recurring ideas, themes or language which can be categorised. These categories thereafter needed to be internally consistent but distinct from one another (Marshall & Rossman, 2006). Another important aspect was to look if there were patterns and relations that link the variables studied (e.g. executive and team resilience within same versus different organisations) (Marshal & Rossman, 2006). Excel has been shown to be valuable for the analysis of qualitative data (Meyer & Avery, 2009). Excel was used to construct spreadsheet with the themes and recurring ideas in a way that the researcher could easily understand and interpret the data. (Meyer & Avery, 2009).

Constant comparative analysis allowed for the comparison of views of two individuals who had a similar experience and ask the questions of why were the experiences different or similar (Thorne, 2000). This is particularly relevant for this study as comparisons can be made between executives and within the two business sectors i.e. financial and healthcare sectors (Thorne, 2000). This method of analysis allowed for the study of new human phenomena (Thorne, 2000).

Morse et al. (1994) cited in Thorne (2000) highlights the cognitive processes that the researcher under takes when analysing qualitative data and this includes "comprehending the phenomena", "synthesising the accounts for relations and linkages", "theorising about how and why" the phenomena are, and lastly, "reconstructing" the finding back into the "context" (Thorne, 2000, p. 70).

4.9. Ethics Clearance

Ethics clearance was obtained from the Ethics committee at the Gordon Institute of Business Science. Informed consent forms (Appendix 2) were completed by all participants of the study prior to the start of the interview process.

4.10. Time Line

The research study was completed over a 3 month period as there were time constraints. The study was cross sectional which is a snapshot of a particular

research setting at a particular time. (Saunders et al., 2018). The data in this study was collected from multiple interviews over a one month period of time.

4.11. Limitations of research

Marshall and Rossman (2006) have outlined some limitations to in-depth interviewing which is, due to the personal interaction in the process, cooperation is essential and interviewees may be unwilling or uncomfortable in sharing information that the interviewer expects especially due the nature of research topic which discussions executive resilience. There may be a fear that the experience described, can be viewed as a personal experience of the executive rather than a work-related experience. There is also the weariness of painting their organisation in a poor light regarding support for senior executives. Another limitation is the interviewer having a lack of skill to ask questions that evoke long narratives. Due to busy schedules of senior executives and the interviewer had to strictly abide to the time allocated by the executive.

The researcher is the instrument tool in qualitative research. The researcher needed to understand boundaries between themselves and the interviewee. Other potential limitations of this study were the interviewer and response bias. Interviewer bias occurs when the comments, tone or non-verbal behaviour of the interviewer creates bias in the way that respondents respond to questions. Response bias occurs when respondents may be sensitive to certain themes and therefore choose not to reveal and discuss certain topics which the interviewer may wish to explore (Saunders, Lewis & Thornhill, 2007). Researchers needed to be aware of their own "cultural baggage" (Ungar, 2008, p. 96) and their preconceived ideas during qualitative research.

This study sample was dependent on senior executive availability. It will also be confined to the South African business setting. The study used convenience sampling of a cross section at a point in time. The sample size was 16 interviews and from the healthcare and financial industries hence the results cannot be generalisable as it may not be representative of the entire South Africa business population. Consequently, caution must be exercised when projecting the results of this study beyond the specific sample (Saunders et al., 2007; Zikmund et al., 2003).

CHAPTER 5 RESULTS

5.1 Introduction

Sixteen in-depth interviews were conducted in August 2019, using a semi-structured approach with open-ended questions. There were twelve male interviewees of which four were Indian and eight white. The female cohort were four executives of whom two were white, one indian and one black executive. The youngest interviewee was 36 years and the oldest 60 years old, with the average age of 53. The position of the executives is illustrated in the graph below.

FIGURE 1: DISTRIBUTION OF EXECUTIVE POSITIONS AND JOB DESCRIPTIONS IN TMT
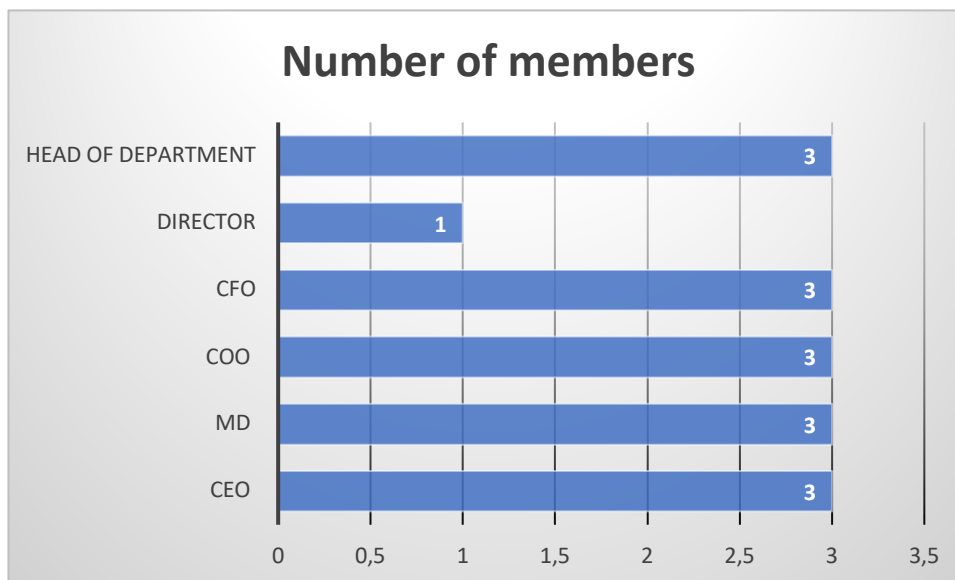
There were eight interviews from each of the two business sectors i.e. financial and healthcare. The financial sector consisted of six organisations from the banking sector and two from the insurance sector. The healthcare sector included six pharmaceuticals organisations, one hospital group organisation, and a medical administrator. All the interviewees, currently or in the past, have occupied senior leadership positions with two of them currently serving as CEO's, one as deputy CEO, one as a director of a company, three CFO's, three COO's, and three heads of business sector. The number of years of experience in an executive management position ranged from 6-29 years for this sample. The cohort was diverse in terms of the job descriptions adding rich insights and views from different perspectives.

FIGURE 2: NUMBER OF YEARS OF EXPERIENCE OF EXECUTIVES

Years of experience of executives

| 0-5 YEARS | 6-10 YEARS | 11-15 YEARS | 16-20 YEARS | MORE THAT 20 YEARS |
| 2 | 2 | 6 | 4 | 2 |

■ Number of executives ■ Series 2 ■ Column2
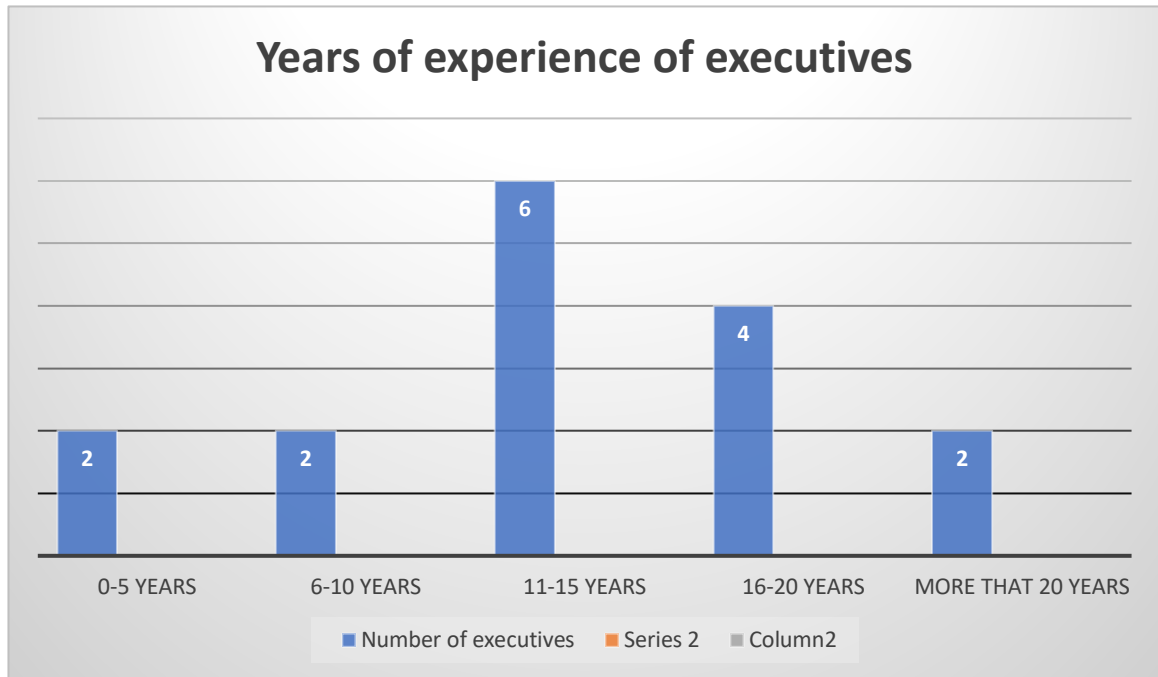
Thematic Analysis of Data

The results that follow were extracted from the transcribed interviews. From the transcribed interviews nine major determining qualities have been identified and four less reported qualities were found. Within each quality, various responses have been extracted from the transcriptions to support the determining quality. The actual number of interviewees responses that supported the finding of the determining quality are indicated in brackets. The structure of the reporting of the data will initially begin with determining qualities of leader resilience, leading on to team resilience and lastly how resilience can be built in leaders and teams.

5.2 Leader resilience

Research Question 1: What are the determining qualities that leaders should possess to be resilient?

The determining qualities that executives felt a resilient leader should possess are illustrated in Figure 3. The number reported in brackets was the frequency of the responses. The discussion that follows will focus on the most frequently reported qualities of leaders.

TABLE 1: DETERMINING QUALITIES THAT MAKE A LEADER RESILIENT

Emotional intelligence (16)
Optimism (8)
Knowledge of the business and the environment (8)
Leader presence (8)
Hardiness (6)
Ability to grow and learn (5)
Curiosity and challenging the status Quo (5)
Leader knowledge of team (4)
Realism (4)

5.2.1. Determining qualities that make a leader resilient:

Emotional intelligence

Emotional intelligence was the most important quality that executives reported build resilience. Executives reported at least one component of emotional intelligence during the interviews. The responses in the study have been grouped according to the five constructs of emotional intelligence of Goleman (2004) which are self-awareness, self-management, self-motivation, empathy and social skills. Each of these finding will be elaborated on further.

a) Self-awareness

a) Self-awareness
- Emotional self-awareness (10)   - Self-reflection (6)   - Self-confidence (10)

Self-awareness in this study was identified as emotional self-awareness, accurate self-assessment through self-reflection and lastly self-confidence. Self-awareness was recognised by nine executives as an important attribute to build resilience. HC 4 believes that as leaders, there is a need to understand your own background and world experiences and know where you are, when making decisions. HC 7 reiterates the need during adversity for you to unpack for yourself what is really going on

internally and externally and reconcile the two which speaks to self-awareness as a component of emotional intelligence. FIN 8 warns about being aware of your own cognitive bias when making decisions and to stick to the technical rather than the emotive understanding of the problem. This is evident in HC 3 response where he talks about a leader being able to understand and manage themselves both the strengths and the weaknesses as well as their blind spots in order to be a resilient leader. He highlights the importance of self-awareness.

> HC 4"… Everybody responds differently based on your background, how you grew up, your, your world experiences, you know, really test where you are…"

> HC 7"…But the most important thing in my experience is actually a solid sense of self -awareness...the self-awareness to be able to, as you are hitting adversity, to be able to unpack it for yourself and figure out what is actually going on, going on externally, going on internally inside of you. And then being able to reconcile the two… "

> HC 3"…, we talk about it that's quite old enough, is emotion intelligence is the leader you need to, I understand, you know, how you manage yourself, you know, you know, what are your sort of like, uh, attributes as a leader and you know, how does it come out? Positivity or negativity. What are your, you know, your rough edges, what are your blind spots? And I think that's the other part. Your awareness…"

Self-reflection was described as an important tool to build resilience by six executives. Leaders spending time and having quiet conversations with themselves facilitated reflection and hence the opportunity to learn from situations and revitalise themselves.

> FIN 8"… And he was talking about this concept of renewal where every day at the end of the day when I go home, I'll be asking myself or doubting myself or questioning whether that conversation, could it been better did I make the right decision? Did I leave that person feel on top of the world or did I leave them deflated…"

HC 2"… I often try to ponder and reflect. Uh, you know, I think it's important that I do that. I don't do it often enough. Uh, but I do try and inculcate that into my, uh, DNA, you know, I haven't been particularly good at it…"

Ten of the interviewees identified self-confidence and self-belief as important qualities however three of them were quick to also warn against over-confidence. HC 8 feels that arrogantly confident leaders will not question their teams strategy and direction and this could led to them being caught out. FIN 4 spoke about her experience as a female exco member where she was never intimidated by her sex because she was confident in her subject matter and had self-belief. HC 7 warns about leaders who require affirmation from the external world and do not know what they are doing. To be resilient a leader must accept and face the resistance according to HC 7. HC 5 talks about hiring the best possible people who he loves will challenge him and he is comfortable in his own self-confidence to allow for this. He warns of over-confidence of a leader, with no challenge from the team, can lead the team in a negative direction.

FIN 4"…I was one of the only females at one point at the Ex-co, you know, the financing exco. Um, so I think, I think one, it's the makeup of you as a person. I've never seen it as nobody's listening to me in exco, cause I make them listen to me, you know, so it's the conversations that you have. So I'm not one of those typical females that likes the sound of my voice. So when I do speak the exco knows I've got something that they need to listen to, you know, so I think it is, and the confidence of my subject that's actually helped.

HC 7"… you have to have some degree of confidence, you know, to be able to engage, um, healthily with the world. Otherwise also you constantly, the leaders seeks affirmation from the external environment, which is fine to some degree, but like, um, not at the cost of also knowing, well, I know what's right. I'm confident that I know what's right and I'm going to do it. It doesn't matter if I face resistance.

HC 8"… think self-belief and confidence are important qualities of leaders particularly at a time where the team may feel threatened or is wobbling a time of severe change. It is equally important to sometimes question your fundamental being, the team's strategy and the teams direction and rationale

because that does lead to insights that you may otherwise miss a team that is arrogantly confident in the self-belief that everything they doing is directionally correct. It's definitely going to get caught out…"

b) Self-regulation

> b) Self-Regulation:
>
> - Adaptability (7)
> - Flexibility (7) and agility (6)
> - Honesty and integrity (4)
> - Tenacity and perseverance(6)
> - Openness (9)
> - Humility (4)

Seven Executives identified adaptability and the ability to change directions when things were not going well, as a crucial trait. HC 8 describes the creation of structure during the change process, can help teams respond easier. FIN 2 expressed for executives to change from old ways was necessary for resilience. FIN 5 described that part of adaptability was having foresight and responding when needed. HC 4 identified adaptability as a necessary quality of a leader.

> HC 8"… . The ability to be structured yet to be prepared to constantly change a structure, so\ it's unstructured structure. Lack of structure, teams don't respond well to, but rapid change. If you can create structure around that change, teams tend to respond very well to, um, in our environment …"

Leader flexibility and agility were identified as qualities that resilient leaders should possess to bounce back as described by HC 3. HC 6 added more role modelling of agility is needed for people to adopt the agile way of working and so he suggests that leaders should lead by example.

> HC 8"… Somebody who is highly flexible, not rigid, all compassionate and caring, readily malleable and changeable. Um, but at the same time has empathy for the team when, when this change arises because not everybody is, change ready and you sometimes you need to guide and cajoling team through a change journey…"

HC 3"… flexibility, Resilience is about being flexible, being adaptable, being agile and being able to sort of like, you know, bounce back for lack of a better word from any sort of adversity…"

HC 6"… It's your job to hold them accountable to that, but at the same time give them the space to try things differently. Um, and the, the one thing we still try to encourage over here is for people to take more risks. And I think we getting through this whole agility shift at the moment has shifted to these agile ways of working. Agility. I think role modelling is important and you have, have a set of leadership who are comfortable with unknown. We don't really know if it's going to work out, but change and try it from small steps…"

Openness was seen as an important quality for nine executives in resilience as it offered the leader the opportunity to be open to new ideas and seeing different perspectives during adversity. HC 5 reiterated the need to be around people who didn't have the same view point as him so that he can be persuaded otherwise.

HC 6"…open mindset, you know, so be open to hearing different ideas and giving them a chance. Because I think what I also learnt is if you give your position, if somebody comes with a great idea and you off the bat, give your opinion to it, you can kind of de-value that idea…"

HC 5"… If you're not open-minded, you've got no chance. Um, I think the other thing to my mind is you need to almost welcome challenge. So in other words, I do not want to surround myself with the yes people cause that's a waste of time. Um, so if I reflect on me, um, I can be persuaded. So if I might say, have a, a view on something and, and we working in a team or I'm working one on one, if somebody can convince me otherwise I can change my mind. .."

Humility is seen as a trait that builds resilience and FIN 6 feels the lack of it, has led to many corporates failures due the large egos of executives. There were six executives that saw perseverance and tenacity as important to attain the objectives of the organisation in resilience. Self-discipline and self-motivation were also seen as attributes that a leader should possess.

FIN 6"… Uh, if you, if you arrogant, you know, so I think humbleness is a, is a big thing because, and don't, you know, I think Egos, executive egos are the one of the biggest downfalls of corporate leadership failures as results in most of them. Cause people just don't hear, they don't see that they believe they are the cleverest person in the room…"

FIN 8"… And just to have the tenacity to push through with what I was saying until we actually managed to get the change in order to make those breakthroughs. That was the first, the first piece that required a lot of resilience just to keep pushing for what it is that you believe is the better way despite people not jumping behind the same objective…"

HC 2"… And uh, you know, he always says to quote him to, you know, "to rest is to rust". And I think he talks to being resilient and being tenacious…"

c) Self-motivation

A leader that is able to motivate themselves will according to four executives build resilience. HC 7 uses the example of pattern recognition of the successful times where adversity was overcome and she uses this to motivate herself. HC 8 reiterates the need for emotional maturity and through the ability to manage one's self, mobilise, inspire and motivate the team.

HC 7"…pattern recognition is critical for resilience. And that would be the sense that once you have an example of a pattern. So I'm coming up against adversity. I don't know what the answer is. I'm faced with a problem where I'm totally unsure if I can look back and say every time in the last 15 years, I haven't been faced with a problem I didn't know the answer to. I found the answer. Okay, then I'm here in this moment .."

HC 8"…I think successful leaders who are change ready, have low ego, very low ego, high intellectual capability, and high emotional maturity. To be able to consider a change with an open mind, internalise it, mobilise a team around it, get a consensus view of where the direction needs appropriate and what needs to be reorganized in order to accommodate that change and then motivate and inspire people around that change…."

d) Empathy

Empathy was found to be an essential attribute with thirteen executives describing it as critical. FIN 5 describes leading from the heart, having a people-centred approach and treating your team well, helped her build a resilient team. HC 8 expressed that as a leader, it is important to recognize that not all members of in the team are in the same space ready to embrace changes hence empathy is needed to understand where people are in the process, and it may take some convincing to take your team on the new journey.

> FIN 5 aptly describes"…first of all led from the heart and what that means from my perspective is basically to put people at the centre at what you do. Not performance, not numbers, right? I say leading from the heart it speaks directly to empathy to the quality is just empathy, being able to, to, to understand people, being able to understand where people are coming from so that you can um, you know, treat people they way they want to take, not the way that you want to treat them..."

> HC 8 expressed"'… Um, but at the same time has empathy for the team when, when this change arises because not everybody is, change ready and you sometimes you need to guide and cajoling team through a change journey…"

e) Social skills

Good listening skills was highlighted by four executives as an import social skill. One executive commented on respect and another on patience as skills required to be resilient.

Realism and optimism

Four of the interviewees reported that realism was an important trait that a leader should possess and eight felt that optimism was also needed to overcome adversity. FIN 3, HC 7, FIN 7 and HC 8 all talk about the balance of realism and optimism that is needed in resilience. They describe it as realism being the acceptance of the situation and the optimism is the confidence that it can be achieved.

> Fin 7" … And I mean in times like this, especially if, I mean you should face, you should face the brutal truth. You should, should not sort of live in a fool's paradise and say, oh, everything is perfect. Everything is gonna be ok. But you should also not be so realistic that it can make you negative, different

pacify you, you must face the facts, these what it is, but then you must go into action. You can't sit there and say, oh no, nothing can happen…"

FIN 3" … what resilience is and why some people survive and others not. It's balancing realism with optimism. Okay. So, I think that's kind of it in leadership as well. And if you read people that have gone through very tough things, like I included the navy seal buds' program, it's basically they know where they go. So that's, that's, that's the realism. And they may need to keep themselves optimistic for very short frames. The longer you focus out, the unlikely you'll get. Things are tough at the moment and I get that. I always use the phrase this too shall pass…"

Knowledge of the business and environment

Half of the cohort recognise good knowledge of the business and the environment are important capabilities for resilience. As HC 2 describes a leader should be aware of opportunities that present themselves to you as this could be a competitive advantage. HC 5 talks of political and legislation changes in healthcare that has sent the health industry into a panic and hence having a clear understanding of your context and its challenges will help organisations survive these challenges. FIN 8 talks to leaders needing an IQ to be able to zoom in and out of situations and scenarios as well as know the details of the organisation to be successful.

HC 2"…understanding your business environment, uh, and how your business fits in your environment and knowing how you've, your environment is shape shifting because opportunities are perishable and is a window of opportunity for every opportunity…"

HC 5"… You know that in South Africa there's a lot of restrictions in terms of what we may do in the healthcare industry. So pharmaceutical companies are very tightly governed and which somehow it takes a little bit of the complexity out… So right now we've got this NHI announcement and everybody's deep breathing and thinking, oh, this is the end of healthcare. I've seen the rand fall out of bed. Everybody's overreacting…you're developing enormous resilience and understanding the complexity and the challenges and the adversity that exists out there…"

Hardiness

Hardiness (also referred to as hardness) as a trait took a lot of clarifying during the interview as many executives were very clear that it was not hardness as in "lack of empathy", that they were describing. Many felt that hardness to a problem was an attribute that could build resilience and as HC 7 pointed out that a narcissistic leader is not slowed down by the noise around him. He is able to prioritize and carefully select what they should focus on therefore increasing effectiveness during adversity. She defended though that the hardness was to the situation or an external threat but not towards people. HC 6 felt there was a place for hardness in the healthcare industry where patient safety was a priority and potential risk to the patient had to be managed. HC 6 once again reiterated that the hardness be directed to the facts. FIN 8 viewed hardness from the angle of the short and long-term goals of the situation. He expressed that sometimes being hard in the short run, can lead to long term benefits and felt that there may be a place for hardness in those scenarios, where the constant complaining of the team be ignored.

> HC 6"… I think that there is space for, for Hardness in, you know, we work in a very regulated industry and patient safety is key, And so if you're doing things which could potentially put that at risk, or you can put the reputation of the company at risk or it's something which is not speaking to integrity, then hardness. It absolutely 100% as a place… You'd be hard maybe on situations or facts. So yeah, if, if there's a relationship something like that and there's no reason to be hard, then I don't think a leader would, that wouldn't create a culture of trust, which we trying to build acting in that way…"

> HC 7"… many narcissistic leaders are exceptionally effective. I think it is can they are, they are ploughing on in a particular direction and they don't care…They're not slowed by the noise around them… the ability to be able to prioritize and say, I care about this feedback and I don't care about that feedback ... Um, and so the ability to let some stuff bounce off you I think is critical… you know, experiencing fully in a sensitive way, everything around you I think can slow you down and be overwhelming…"

> FIN 8"…I'm so determined that this is the size of the prize and this is what we're actually hitting to do and call that hardness, then all these painful experiences that we incur along the way, all worth it in the longer scheme

because what we're trying to achieve is just, yeah. don't let that detract You know, just, just move on and get on with it… let's move on. You know, and that determination, um, is definitely a part of what you would need…"

Curiosity and challenging the status quo

HC 7 describes the restless spirit and curiosity that will encourage growth and improvement for the leader and the business by challenging the status quo. FIN 2 describes it as looking for an alternate way of doing things better.

> HC 7"… And the ability to change is for me is something also around curiosity. Cause if you are curious about what it could be or uh, you know, how it should be, that helps. If you're curious about asking the question, why is it this way? You tend to find that it unlocks new ways of thinking. when I was at Company I , there's this beautiful thing that we speak about restless spirits. The team were full of restless spirits and that's the idea that you're not okay with status quo. It's, it feels irritating to you. It feels, um, suboptimal. And so this idea of being restless and relentless in looking for growth or improvement or whatever is probably important…"

> FIN 2"… When you have to do want it you have to be able to challenge yourself and tell yourself and like in myself, I have to ask myself the question, are you willing to just sit with the status quo? and Do you know the ABC every day? Why are you trying to shake the boat? Are you're trying to do things differently. The things that are being done, you should be questioning because you want to check if it can be done better…"

Other qualities that two executives reported as qualities that built resilience were authenticity and hope. Leader foresight was also identified as important for two executives and three executives felt decisiveness by the leader was crucial.

5.2.2. Determining qualities that hinder leader resilience

Narcissism traits were very strongly found to impacted negatively on team dynamics. Executives further elaborated on the traits of hardness, arrogance and self enhancement.

Narcissistic traits

There were thirteen executives that commented on narcissism as a personality problem or the traits of narcissistic personality. The remaining three did not discuss this topic. Most of the executives strongly disagreed that leaders should have narcissistic traits. There were some mixed views about the labelling of executives as Narcissists. Fin 3 was very emphatic stating that he felt eighty percentage of CEO were psychopaths due to their fixation on achieving the results and he felt that this did not equal to resilience as in their drive to succeed, they were unable to admit their short falls. Fin 8 speaks to the narcissist believing that they have all the answers and hence not needing others around them. HC 5 warned about labelling everyone as narcissistic and psychopathic as he felt that part of the problem was the corporate culture that promoted this behaviour and this should rather be addressed.

> FIN 3"… , they have proven that 80% of our CEO are psychopath. So that might be a characteristic that you need and maybe psychopath and resilience, there's a high correlation between the two, and I would suspect so. Um, so I don't necessarily think they are a lot more resilient. I think they are just psychopathic and we'll get their results.. drive their own agendas, they drive the numbers and then we get these failures and it's not doing the right thing. So I think given the psychopathic behaviour, they will never admit their mistakes…"

> FIN 8"… So in that person's narcissistic mind, they just doing what they believe is that they believe they've got all the answers, that that would be my biggest red flag. The minute any leader thinks and believes more, more importantly, that they've got all the answers. Um, it might last for a while, but ultimately I, I don't believe that is, I don't believe there's anyone that actually has Steve jobs. Yes, I'd, maybe there's been one, but I don't.."

> HC 5"… I think the, I think that labelling everybody a narcissist and a egotist and a psychopath and that, I don't know, I think it's a bit disingenuous. It's not necessarily always as simple as that because you can have a corporate culture that enhances a certain behaviour style, which can be independent of the leader being a psychopath or a narcissist.

Hardness as a trait

The trait of hardness sparked a lot of discussion in the interview with thirteen executives strongly voicing their opinions that there was no place for hardness as defined by a lack of empathy for people in resilience building. Fin 6 as with other executives felt that hardness towards a situation and problem can be acceptable however not towards the individual. HC 1 spoke about how her CEO tried the "bulldozer" approach when she came in and the team disintegrated. HC 5 spoke about his experience when the company needed a turnaround and the company appointed a hardcore group CEO to do the turnaround strategy and he didn't care about the job losses. HC 6 feared that hardness broke trust within teams.

> FIN 7"… m, so I don't think this hardness, maybe towards the situation, but not the hardness towards people, whether it be your clients or your staff. I mean it can't be because you operate as a team. Yeah. I suppose sometimes what people's argument is , you know, when you have to make that final decision and look the hardness can be towards external threats facing the company then you still rally your team to say, listen, we've, we facing adversity now, um, in this shape and form…"

> FIN 6"…Okay, hardness terrible. If you're not a leader with empathy. Sometimes you have to be hard. But in a situation on a specific topic with a specific individual, you can't, I don't think the leader could have, we should have the image of hardness. "

Arrogance as a trait

Arrogant leaders with large egos and them believing that they had all the answers were recognised as impeding resilience according to three of the executives. As Fin 8 describes that "bombastic" and "attacking" behaviour is not appropriate for resilient leaders.

> FIN 6"… Uh, if you, if you arrogant, you know, so I think humbleness is a, is a big thing because, and don't, you know, I think egos, executive egos are the one of the biggest downfalls of corporate leadership failures as results in most of them. Cause people just don't hear, they don't see that they believe they are the cleverest person in the room…"

FIN 8"… No, you don't need to be bombastic. You don't need to attack the person. You don't need to do any of those things. , I hope it never plays out as a, as you know, an arrogance would be the big word that I don't even want to go to somebody like a Steve jobs would never have achieved what he did by being a nice guy. And he was just ruthless in not a model that somebody I would model myself as…"

Self-enhancement as a trait

Four executives expressed views on self-enhancement as a trait for resilience. HC 6 felt that self-enhancement should not be at the expense of others. FIN 1 spoke about leaders that focus on themselves succeeding and hence are more aggressive in fighting for resources during adversity and thus this impacts on resilience. He also commented on the problem if this behaviour spread down an organisation due to leaders' role modelling this behaviour. Fin 6 expressed that leaders who were on a path to achieve, could potentially leave casualties on the way and contributing to team members feeling "despondent, frustrated and annoyed". One of the executives commented on leaders that have their own career plans and agenda and this being different from the need for change of the organisation or team at a specific time impedes resilience.

> HC 6"…I think you can, you can, you can enhance your own position or you can build your career. Um, by simply performing and not being at the expense of others…"

> FIN 1"…think, I think everyone's got those different personalities. I think, um, it's, yeah, what, what tends to happen is that you have, um, so a lot of people who may feel entitled or they may want to move up by pushing other people down… and it is a difficult thing to navigate because it, that sort of behaviour tends to then downstream to the rest of the organization, you know, um, because a lot of jostling for resources, jostling, for turf…"

> FIN 6"… So they can be absolutely, possibly most likely to have the right answers of what they want to achieve. But then, you either leave, dead bodies along the path of achieving what you want and that certainly wouldn't be success for me, I don't see that that is how I would want to go about it. But

even at another level, you can see people get frustrated, annoyed, irritated, um, despondent by either not, not being listened to …"

HC 8"… people who have some altruistic sense of self…who have some higher purpose beyond, um, their capitalistic objectives and there is a certain emotional underpin to healthcare professionals in the private sector. They may be capitalists, but there is an emotional level of connectivity to their purpose and to the patients or members in our context. Yeah. Um, which, which in my view attracts me to health care and certainly changes the type of people that you deal with. Banking is quite austere on the other end of the spectrum, very little emotion, a lot of cold capitalism…"

5.3. Team resilience

The study examined the team dynamics changes that occurred during adversity. Studies in TMT have identified the need to focus on team processes and their impact on decision making (Hambrick & Masen, 1984). Team process impact resilience in TMT (Carmelli, 2013). In this study there were four team processes i.e. cohesiveness, engagement, collaboration, and connectivity (Peterson et al, 2003; Toscano et al., 2018; Bakker, Tims, and Derks, 2012) that were explored and their influence on resilience in TMT.

Research Question 2: How do team dynamics change in adversity?

During the interviews, executives reported some of the changes in team dynamics that they experienced in the TMT during difficult situations. Changes in team behaviours included disengagement, lack of cohesion, lack of connectivity, and lack of collaboration. The following discussion will describe the maladaptive behaviours that occurred during times of adversity.

FIGURE 3 FACTORS THAT CHANGE TEAM DYNAMICS IN ADVERSITY

Disengagement
• Withdrawal and silence
• Lack of agility
• Self -doubt
• Lack of knowledge and confidence
• Lack of psychological safety

Lack of cohesion
• Blaming culture
• Dysfunctional behaviours

Lack of connectivity
• Siloed business culture
• Lack of trust

Lack of collaboration
• Lack of accountability
• Lack of communication
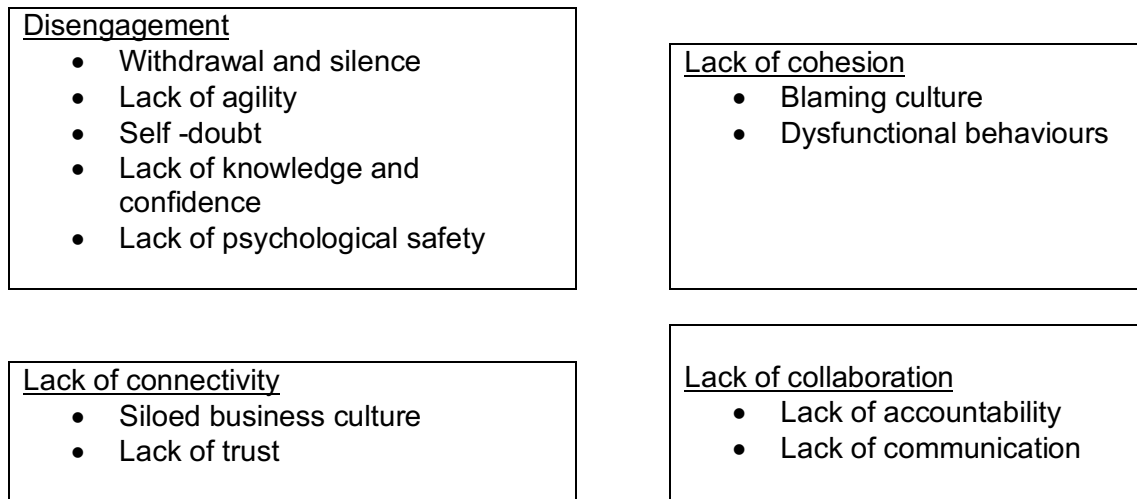
Disengagement

Disengagement was seen with executives withdrawing from the conversation and responding with silence. There was a lack of trust and little psychological safety in the environments which resulted in disengagement. Executives felt that self-doubt from an individual and team perspective impacted on engagement. Agility in terms of inflexibility and speed of change were also seen as factors that contributed to disengagement. Lack of knowledge was a large contributor to disengagement.

a) Withdrawal and silence

There were four executives that found their team members withdrew and became silent however there were two executives who also noticed that some of the voices became excessively louder and this also created a problem. HC 6 reported that he felt the silence was a way of gathering more information rather than fear as reported by FIN 5. FIN 8 acknowledged that the silence was when people gave up trying to get their message across and this was reiterated by HC 4 when he described choosing his battles at the meetings. HC 4 expressed that he felt the silence was related to the level of the team member with junior members being quieter. HC 6 also commented that the silence was related to the extent of the problem i.e. the bigger the problem the quieter the room got.

> FIN 8''…What I've seen in the past, or maybe even where we, I've experienced in the past is you might feel at some stage when somebody has withdrawn, they've checked out. So they've either tried and tried and given up and checked out and they just remove themselves from the discussion. Um, that could be a worrying piece for me. Um, and it would be just as worrying

you've got a dominant voice. Um, and others just don't feel, you know, the space to have the space.

FIN 5"…I mean, you see how people, like with the starting, but with pros or have people that become quiet because they're uncertain. You're not sure if they, you know, they're doing the right thing or not. Some people become more vocal. Um, so it just depends. But you do see it until you can see that, you can see that fear element. you see the uncertainty, um, that you know, that that comes about, it takes longer to make decisions because of that, you know?..."

b) Lack of trust and psychological safety

Two executives felt that a lack of trust was not beneficial for the team and this changed the dynamics. FIN 4 very dramatically describes the lack of safety in financial banking sector using the Lion King analogy that you are left alone to survive like Scar.

FIN 4"... how Google works the one of the things that Google has gotten right is that they, they have created a culture of psychological safety. So that's one of the big things. here there is no safety. This is like you're in a jungle, you part of the hunting pack but if you fall out you are like poor Scar with the hyenas. You were part of the pack but now you will be eaten up quickly and that's what happens…"

FIN 6"…Safe environment, where people even in times when things go wrong is to make sure that everyone feels. You know, I'm not, I'm not, we not looking for a scapegoat here. this culture of blaming, looking at each other and looking at blaming each other is terrible…"

c) Lack of agility

There were two executives who felt that South African businesses lacked agility. FIN 4 commented on the slowness to change in the digital space. FIN 8 sees the timing in trying to adopt or implement a change as an important criterion that either facilitates or impedes the adaptability and acceptance to change.

FIN 4"… I think South Africa's greatest challenges is they haven't been responsive enough to all of the digital pieces…"

FIN 8"… Where the resilience comes in most square in my space is that with such a broad focus of what I was looking to change, there's a lot of, you can almost think of it as resilience was where I was wanting more change than what the organization was really to deliver. So that's the first friction point. The degree of change in a system and the system's readiness to change…"

d) Self-doubt

There were three executives who identified self-doubt that contributed to disengagement however HC 7 had an alternate view that in the team setting, there may be less self-doubt if the experienced is shared.

HC7"…You know, it's so interesting at an individual level, the self-doubt will occur that as a team, I must be honest, as a team, you know that thing about, you know the thing, if you are lost on your own, you get panicked. If you are lost for someone else who is also equally lost, you're not panicked. Yes. It's a weird, ridiculous, irrational thing. That is what experience in the team is that um, you will, you may all be having a confidence crisis, you know…"

e) Lack of knowledge and confidence

There were two interviewees that identified lack of knowledge and confidence as contributing to disengagement. Lack of knowledge spoke to executives not understanding the context of the business environment, and the actual business processes.

HC 2"… You know, you could have people that embrace creative new ways of doing things during the adversity. You could have people that fold completely, uh, you know, and I think the underpinning is, you know, probably confidence and you know, people feeling as if it's a function of, of a reflection on themselves as an individual and not understanding that it is a big picture…"

HC 1"… Yeah, much because of lack of knowledge, Because if the top management is, was, is not, is not, uh, uh, confident in, in how they doing it, what they're doing and what the reason is, then it's very hard to get a line manager to understand and to explain..."

Lack of cohesion

The two crucial factors that impacted negatively on team processes were a culture of blaming and dysfunctional behaviours.

a) Blaming culture

There were eight executives that experienced the blaming culture in their team with the larger number of executives from the financial sector. There were six executives that did not find this dynamic happening in their teams. FIN 3 describes the corporate salute in the financial sector looking at who will be the scapegoat. He goes on to elaborate that success has many people supporters however failure is felt alone. FIN 6 expressed that he that felt blaming culture destroyed the individual and this creates a lose-lose situation for both the individual and business. FIN 6 clarifies his statement by affirming that there is a difference between blaming and accountability. FIN 8 warns about playing the helpless victim stance and ascribe blame to someone else or hunt for the perpetrator.

> FIN 3" …. This is known as the corporate salute… Uh, it's not me…Those bugger below you, they didn't execute or they didn't get it… success has many fathers and failure is one orphan… in a large corporate that you get this, there's no collective responsibility because the big choana starts screaming and then it just goes down and then they some the frighten and the little person at the bottom who gets taken for all…"

> FIN 8"… So you're going to be very mindful that are you becoming the victim role. Is everybody else. Can you ascribe blame to somebody else and own the victim? Um, so we are quite conscious now that you don't get into that space where I see it , I'll try and get it as quickly as I can to avoid… yeah, a human tendency to find there's the perpetrator. I'm completely helpless in this.

> Fin 6"… I think you're going to find that if there's this blaming culture and make no mistake, I'm not saying not holding people accountable, blaming negative attacking, putting someone on the back foot constantly when there's a difficult situation, doesn't help the business. that doesn't solve the problem. Only destroys the individual. So if its, lose, lose, you know?..."

b) Dysfunctional team behaviours

There were four dysfunctional behaviours which were big egos, aggressive behaviours, bullying tactics and creating factions within the team that impacted negatively on the team dynamics. Three interviewees found that their team had to deal with team members with big egos. Fin 4 spoke about corporate bullying tactics that sometimes occurred. FIN 6 commented that he found a difference in culture between retail banking and other business units' example wealth business unit in the banking sector. He attributed this to the fact that retail banking brought in the largest revenue for the bank and hence the pressures of targets and profit created this environment for these behaviours. FIN 6 also commented that he found that retail banking was more hierarchical and hence the egos were bigger. There were two executives who described hostile behaviours. HC 6 described his experience working in the banking sector and commented on the cut throat aggressive behaviour seen versus the contrast of calmness that he experienced in the healthcare sector. There were two examples in the healthcare interviewees where fractions and the rallying of support outside the board room were described and the breakdown in the team that this behaviour caused. Panic and chaos was described by four executives and immobility was seen by executives in three of their organisations.

> FIN 6 "…, I can see it from a distance. I'm like, oh, they make calls on things because it's very individualistic. Very big egos, because if you come in, so they will maybe to someone from the retail banking in a senior executive position because of this maybe perception. how hierarchical people are, what about status…"

> FIN 4 "… So it really comes back to how do we influence behaviour. Uh, you know, how strong you are. Um, because you know, you do in corporates, have bullying tactics.."

> HC 6 "…, it is cutthroat. It's crazy, crazy ideas and to get people swearing at each other across desks. And it really is just nuts. And I think in that environment it would become very difficult for somebody of a very level and measured approach either to be heard…"

HC 7"… Distasteful behaviour not in the room though. Not when we are engaging. I've seen how it afterwards we've agreed or we've committed to something and then it unravels afterwards. it's clear I didn't agree…"

Lack of connectedness

The siloed business units approach in organisations contributed to the lack of connectedness. This was very much driven by the targets and goals of the business units which promoted maladaptive behaviours.

a) Siloed business culture

The siloed approach was seen most prominently in the financial sector with six out the eight interviewees agreeing that the different business units operated independently and the behaviour of the business units were driven by the targets and incentives that they received. This promoted non-collaborative behaviour with each of the executives and their business units, protecting their own turf as described by FIN 1 and FIN 4. HC 6 surprisingly reported that he felt the siloed approach was also present in the pharmaceutical healthcare sector and this was also driven by incentives and targets. FIN 6 spoke of his frustration in trying to get his team to work in an agile way to share resources rather than try to protect their business units. FIN 6 describes his institution as "Frankenstein with the left arm here and the right arm there" and both not synchronised and not knowing each other, and the resultant behaviour being siloed. FIN 6 expressed his dissatisfaction that he felt that teams were rewarded to work apart with less collaboration due to the incentives and rewards structures. This reiterated FIN point of the rewards system facilitating siloed behaviours. FIN 4 also adds that this siloed approach slows down the process and creates difficult situations.

> FIN 1"… the same time amongst the senior management teams, especially in terms of reward and compensation. Um, because if some areas get paid more than others, um, for arguably the same level of work, then that also creates a lot of animosity….performances based on…firstly as you as an individual and secondly as senior management, you as at your business unit. So you want your business unit to perform the best. See you get the larger portion of the bonus pool and your rewards that come out of it …"

FIN 4"… Very siloed. It definitely does, right? Because it takes you just that much longer. So, and just from experience, you know, we have the SA environment where it is lots of internal politics and cutting through those. It's very difficult to get the job done compared to where you have a more mature Exco. Um, you know, in, in, in bad times you would find that a lot of the senior leaders will be protecting their turf…So there's, there's lots of, um, kind of backbiting, um, etc"

HC 6"… This is one of the big, the big issues we have at the moment with, so we have kind of franchise setup where our business units have franchise leads. Now these guys are all eager and hungry to try and get the next promotion. But you know, that idea that we're trying to instil with this agile way of working is that, you know, if they worked together and shared resources, you actually going to be able to have a better outcome than if our protect my own little business.

Lack of collaboration

Collaboration within a team was dependant on factors like accountability, taking responsibility and good communication. This was seen to disintegrate during times of adversity.

a) Lack of accountability and responsibility

There were six of the eight financial sector executives who felt there was a lack of accountability within their business sector. FIN 6 expressed that his frustration lay in the "collective responsibility" which then resulted in a total lack of individual accountability whereas FIN 3 experienced this conversely. FIN 3 felt the lower levels of the institution were used as the excuses of the failure while there was a lack in TMT for the failures.

Fin 6"…I'm saying that and yet I'm the one that uses the word accountability the most in business because instead of bank sometimes is this collective accountability, no one takes. So accountability and we have, here are the ones, everyone looks at each other and then they would look at a disaster happening and no one feels accountable. So I'm very strong on making sure that people do know that they're accountable…"

FIN 3"… That's typical in a, in a large corporate that you get this, there's no collective responsibility because the big choana starts screaming and then it just goes down and then there is some frighten little person at the bottom who gets taken for all of this all of us,.."

b) Lack of communication

Four of the executives found that lack of communication occurred during crisis. With one executive feeling that direct communication with a person was needed during difficult situations.

HC 1"… total lack of communication, break down when the team faced that, that crisis…"

FIN 1 "…And, um, and you should actually speak to that person. Um, in terms of, yeah, so, and, and maybe it's a problem from an organization perspective when, when you are not comfortable enough as a senior leader …"

Research question 3: How can team processes build resilience in top management teams?

In this study executives identified key factors that influenced team processes which were instrumental in building and influencing resilience. The four TMT processes included connectivity, engagement, cohesiveness and collaboration. Authors have described connectivity as a "relational construct" p149 that describes the structural ties between members and the impact on the team (Carmeli, 2013). Toscano et al. (2018) defines an engaged team as one where team members are excited, able to invest time and effort into decision making within the team (Toscano et al, 2018). Cohesiveness can be defined as the forces that keep members in a group (Festinger, 1950). Collaboration within a team facilitates and supports the uniqueness of the individuals in the team and embraces the different perspectives (Richards, 2003). Factors that build on the above team processes will be further elaborated on.

Identified factors that build connectivity and team resilience from the interviewees

Identified factors that build connectivity

- Relationship building
- Trust
- Respect
- Empathy
- Motivation

→ Connectivity → Resilience
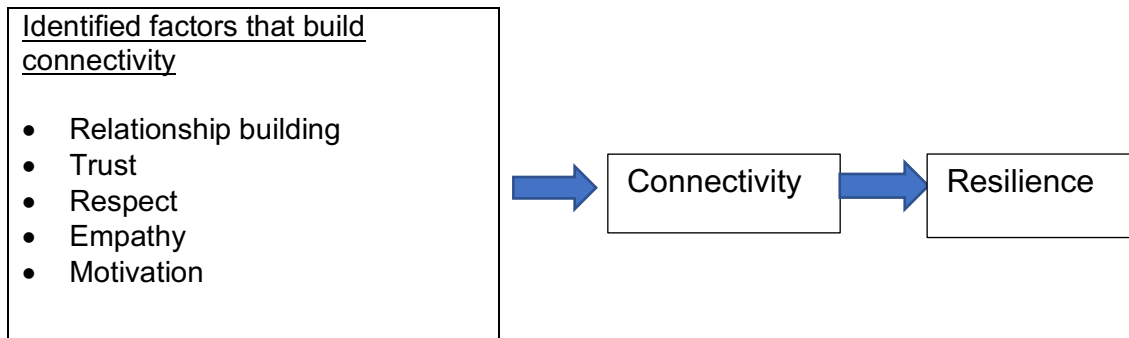
There were three executives who eluded to the features that promote connectivity. HC 5 describes the social connection and HC 7 speaks to their ability to have open constructive discussions due to the relationships that have formed with old and new members and how this improves the decision making. FIN 4 experienced his found his CEO as having a strong belief and relationship with the team that is closest to him.

> HC 7"…So for me, the antithesis of that would be a command and control environment where we don't actually give each other feedback. Um, I can see that you are doing something that's unhelpful to you and or the organization I talk about you but I don't talk to you and. of use of, but that's not how we do it here but why couldn't you do it that way. Um, and you have a very constructive and real grounding. Cause I think also you have a whole bunch of new people without any grounding that you can make some serious errors. Um, so you kind of need the yin and yang's…"

> FIN 4"… I think, I think in my current environment it's, it's um, uh, really good because it's, it's the team that comes up that generates the ideas. Decision making is very quick, but supported by the CEO because he, you know, he understands, um, the people closest to the work have all of the solutions…"

a) Relationship building

There were six executives that identified relationship building as an important component of building connectivity and hence reliance. FIN 1 went on to describe that the relationship building should extend to other business units and across the organisation to build on resources that could be used when there is a crisis. HC7

reaffirms the importance of the relationships. FIN 6 describes the building of a camaraderie spirit through the common vision and goals can achieve connectivity.

> HC 7"... . But you know, the holy grail of we are real with each other, the relationships, the relationships is key. And so, um, and, and again with my, my idea of leadership would be leadership is nothing more than the management of culture and relationships. …"

> FIN 6 "…Sense of why we're doing what we're doing and what is the purpose, how do we add value? By really believing in that, And there's nothing like this spirit of camaraderie that pulls you through. and that gets fostered…"

b) Trust

There were 11 of the interviewees that considered trust as a critical feature in top management teams as a means to build resilience. HC 2 found that when a leader trusted his team and allowed them to take risks that boosted confidence in members and allowed for entrepreneurial behaviours as reiterated by HC 6. HC 4 added that leaders who trusted the team and did not micro manage them also helped build resilience. HC 7 described "fight with love" as she described that trust in TMT created an environment for robust debate and this was reaffirmed by FIN 4 and FIN 6.

> HC 8"… Particularly through difficult times, through times of change if team that trusts each other. .Not necessarily as in a social context but in a professional context, terms of no hidden agendas and aligned objective for success and understanding of what success means. And a core set of values. A team that's aligned and trusted in that regard will navigate difficult times much better…"

> HC 2"… transparency I think having leaders that trust in your ability, that allow you to take risks that tap you in the back saying I've got your back, allows you to become more resilient and allows you high level of self-confidence…"m

c) Respect, empathy, and motivate

Three executives spoke about respect for your team members and one executive described the ability to motivate your team can improve on resilience in the team. Empathy was also seen as an important factor in building resilience.

FIN 6"… I think a sense of belonging, sense of respect for each other and in each other's opinions and views and hearing the dissenting voices, giving everyone a, you know, everyone in the team must feel respected.

HC 5"… Respect one another's weaknesses and strengths and just accept…"

HC 8"…, I think trust and belief in your neighbour, we said earlier and an alignment to a common strategic purpose. Yeah. As, um, as a company, the ability to inspire, motivate around the change. And that is a very, very important task for an executive team.."

d) Common vision and goal

A majority of the executives highlighted the importance of a common vision, purpose and goal to build TMT resilience. HC 7 commented from her experience from working in an international bank when she saw team members change their decisions based on the "hat that they wore" i.e. a global or local vision and goal of the company expressing the strong mindset shift when the organisation needed it. HC 3 found that team members need to look at the broader vision and mission of the organisation rather that a narrowed divisional approach.

HC 7"…And if we have a very clear vision about what our purpose is , it's to enhance and protect people's lives, how the values linked to that purpose. And then when it comes to times of threat, change where, I think what pulls that together is a common purpose and a common set of values.

HC 3"… Exactly, you know, sort of I'll be aligned behind a common purpose and vision. I don't wear, I don't wear divisional hat, I wear a company hat…"

Identified factors that build engagement and team resilience from the interviewees

Identified factors that build
engagement

- Honesty and integrity
- Accountability
- Crucial conversations
- Leader presence
- Leader decisiveness
- Inspiration of leader
- Organisational Culture
    1) Entrepreneurial
    2) Growth mind set
    3) Fun and laughter

→ Engagement → Resilience
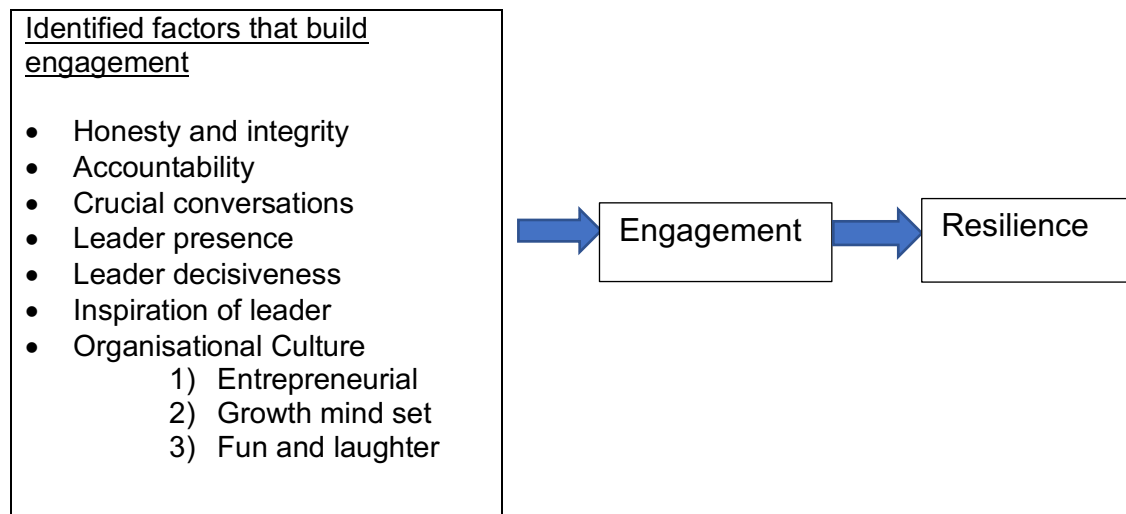
Engagement was seen as an important team process by more than half of the executives. HC 4 talks about how they work together as team on their decisions and engage in discussions. FIN 4 further describes that engagement with team members allows for leaders to become aware of their blind spots and this could ultimately lead to better decisions and hence outcomes. FIN 5 spoke about when she had difficulties in her life, and she lost engagement with her team. This improved through team building exercises. FIN 5 worked for a multi-national so she also spoke of the difficulty she experienced engaging in an Exco team that was based in another country. Executives identified the following factors that built engagement were honesty and integrity, accountability, crucial conversations, leader presence, leader decisiveness, inspirational leadership and organisational culture.

> FIN 4"… Cause you know, you can't often see your blind spots, so you do need, um, and the people to challenge you and etc. And then, you know, I think the challenge results in better outcomes…"

> FIN 5"… I would say the engagement is not that high because we generally only meet once a month when we have EXCO and, so that's when we engage. Then haphazardly, you know, like for example, if I need something from the CFO, the CFO needs something from me, then we would engage or if I need something signed off by group legal… it's not continuous…It's like as and when for specific things…"

a) Honesty and integrity

Five of the executives found honesty and integrity improves resilience in teams.

> FIN 1 "…if we, if we accepted or more of that type of honest, honest behaviour and instead of actually trying to nail the guy when he actually did something wrong, I think we'd have less of that behaviour…"

b) Accountability

More than half of the cohort felt accountability from team members was essential to build resilience in TMT. Fin 3 describes holding people accountable however in a fair way. HC 8 describes his organisation as supporting individuals who make mistakes if ownership is taken and there is growth from it. FIN 6 warns about the concept of collective accountability as he feels that this in the banking sector is not beneficial as this makes team members complacent about individual accountability. Fin 8 described a time in their organisations when shared accountability between two departments led to better results for the project than an individualised separate approach of accountability.

> FIN 3"… role of a leader for me is obviously holding people accountable and responsible but in a fair way…"

> HC 8"… . Um, the environment here is one of deep accountability. Um, and, and mistakes are not only acceptable, but mistakes are important because the lessons that you learn out of those mistakes help the company grow. That is the history of organisation. We've made many mistakes along the way, but we've learned from those mistakes and not repeated them. The culture, here. Actually, really supports making a mistake, owning up to it, you know, being accountable for it, but moving on and, and internalizing the list…"

c) Psychological safety, crucial conversation, evidence based conversation

Psychological safety was reported by seven executives as an important factor that helped build resilience within the team. FIN 1 commented that when people felt safe they were more likely to ask for help. FIN 8 found psychological safety facilitates even the quieter voices in the room to be heard. Three executives felt that crucial conversations were necessary at times of adversity to build resilience. As HC 7 states that these conversations must be with the person involved and hence there

will be no loss in translation when it comes from someone else. FIN 7 felt very strongly that the discussions should be free of hidden agendas, nonsense and politics. The skills of actively listening was an important component of the conversation was identified by HC 3 , FIN 3 and Fin 8. Two executives reiterated the need for equal voices in the TMT.

> FIN 1"… What we'll do, I think would, would be that I think if, if people felt safer to say, sorry I made a mistake, we'll actually, I need help. And, and, and in that type of more human environment, I think you'll have a lot more of collegiate sort of pulling together as you say, to say actually right, what do you need? …"

> FIN 8"… So in chairing it, you've actually got to make sure that you actually get those other voices in and create an environment or a climate where it's more, more balanced. that self-awareness, high EQ um, I think that that ability to be frank and open, um, in a safe environment where you can see what needs to be said…"

> HC 7"… boss who happens to be your boss. Cause I feel like that's how the message would flow. But Again, even if the boss gives it to you, it's the context of this because it came from here and feedback without the context is, but you know, less useful. So if I were to say, what is the one tool that would be authentic conversations that people can have a conversation and it feels like if I'm sharing with you, like you could be more effective if that is…"

> FIN 7"… . It's not personal, it's never personal and there's no agenda, or politics. I mean we, we just giving our opinions for the best case for the business. Um, and I think keeping your business that way, free from politics and nonsense like that. It helps a lot for people because then when someone else speaks, you know they're speaking from, from a point of trying to make the business better, not some other stupid hidden agenda…"

d) Leader presence and decisiveness

There were eight executives that felt that a leader's presence helped reassure and contain the team when resilience was needed. FIN 1 strongly described that a more helpful approach to a problem is when leaders focus on the solution to deal with the

immediate crisis rather than who is responsible. FIN 1 proposes that the "why" should be dealt with after the crisis and hence a leader that facilitates this can build resilience in the organisation. FIN 6 and FIN 7 feel an important part of resilience is taking the team on the journey and making them feel that they are part of the journey. This leads to better outcomes. The leader stepping in and facilitating discussions, helping resolve conflicts, holding people accountable, and steering difficult conversations were seen by four of the executives as important factors in facilitating team's engagement and hence resilience. The leader presence needed to be felt by the team in adversity. HC 7 leaders need to engage the team and have the ability to make calls based on enough facts and riven instinct rather than requiring endless discussion with the team. Two executives also added that a leader's ability to empower his team also facilitates resilience.

> FIN 7"… I've seen us going through, through bad times, and then it's a strength of your CEO. Because clearly if that leader starts to conflicts then it always a challenge in a difficult situation people would take to get more defensive. But then the top leader's ability to then be jointly accountable, cause it is not. You can never as a leader look through the window at the problem, the problem is in the mirror, you know, there's no it's not over there. It's always with the leader.."

> HC 7"…leader who looks across the full spectrum and then each person or each, each leader who has their own patch, it's about how often are you bringing them together and when you bring them together, what conversation are you having? Because if you bring them together for a conversation, my results are like this, my results are like that, whatever. Um, but if you're bringing in a conversation and say, here are the rubs between us, let's work on that, you know, here are the opportunities for us when we partner…"

> HC 7"…Because we know if I'm a leader who's containing in people, and I'm saying, we've just had this massive roadblock, but it's going to be fine. This is how it's going to be fine. You're gonna need to change your behaviour in these ways. That's kind of containing message, the message of if you don't do this, we're not going to survive. We're going to die. I'm not sure if we even got it…"

FIN 1"… Um, for me, what I've found is that, um, what determines my good leaders from not good leaders are the guys who, when things go wrong are the ones who say, all right, how do we fix it? Versus, okay, who caused it? And then only afterwards do we go back to it and say, alright, so what exactly went wrong? Where did we fall and what controls and processes do we need to put in place so that we don't, that doesn't happen again…"

FIN 6"…If you don't take people on the journey, if you don't let them feel also that they're able to shape it, it won't work…"

e) Inspiration of leader

Four executives felt that if leaders could inspire their teams, this enables teams to get through difficult times and hence executives need to be the voice of hope and this builds team resilience.

FIN 6"…And it's important that people know that there is hope that things will get better. Things will, turn again. It doesn't always stay down. It doesn't always, Things don't just stay difficult, but it is important and it builds character when things are difficult. it's good to know that life is not always plain sailing and when there is a wobble people… keep on inspiring being, being that voice of hope, being that, uh, you know, the one that sits that direction and inspires others"

HC 2"…people aspect, you know, you can have the best, uh, you can spot opportunities, but if you, if you don't inspire people, and inspiration is very, very important if you don't inspire people to achieve it…"

f) Culture of the organisation and teams

The culture of an organisation constituted a wide variety of discussions around on supportive work environments, growth mindsets organisational culture, and entrepreneurial cultures. Fin 4 also highlighted that in the financial sector, the organisational business units each had their own independent sub-cultures. He described different cultures amongst the wealth business units of the bank and the retail business units. HC 8 had the experience of both the health and financial business sectors and described the very different cultures within the same organisation. He described individuals being driven by a very altruistic sense of self

and that he often sees this in the healthcare sector where in-spite of a need for a capitalistic approach to business in the private sector , there still is a greater purpose of the patient and this supersedes. This results in more emotional connectedness in his healthcare business teams however this is in contrast to his financial team where it is all about a capitalistic approach to business.

> FIN 4"… Um, I think for me it's really about the culture, you know, in, in, in other, um, smaller institutions. You, um, you know, you see, um, there's more clarity, you know, as opposed to the bigger organizations where you have to cut through like layers of, of culture. Cause each business unit has very different cultures.

> HC 8" … People who have some altruistic sense of self. Who have some higher purpose beyond, um, their capitalistic objectives and there is a certain emotional underpin to healthcare professionals in the private sector. They may be capitalists, but there is an emotional level of connectivity to their purpose and to the patients or members in our context. Yeah. Um, which, which in my view attracts me to health care and certainly changes the type of people that you deal with. Banking is quite austere on the other end of the spectrum, very little emotion, a lot of cold capitalism.

Entrepreneurial cultures

Entrepreneurial cultures were seen by six executives as fostering resilience when change is needed. HC 6 is currently in a position where he encourages entrepreneurial risk taking however what he has been seeing is the lack of this opportunity being taken. He attributes this to the lack of examples set by leaders. So he believes it needs leaders to start the shift in cultures. HC 7 feels that team members need boundaries for their free explorative behaviours which she regards as broad tram lines rather than boxes.

> HC 6"… Now we've said to everybody, okay, change what you're thinking and doing and we want you to see you be entrepreneurial. If people aren't able to kind of switch to switch quickly between it because A they don't see enough examples of it. I think from a leadership perspective we've said, well we need to roll on the mall or we need to act more as catalysts for this to actually start happening. And I think more people, you see it happening and see people get rewarded for doing that or see people not getting punished for trying it,

HC 7"… it's kind of entrepreneurial. It's fluid, I believe in tramlines but not boxes. So how could you build a great team is in my mind? Mind you, you give clear tram lines, like don't, don't go out of these boundaries as a strategy. This is where we are. People do need, ironically, people need boundaries to be free. The irony. So you give them some boundary and then within that you let them operate and you let them operate as if this is their own business and there's a level of risk taking…"

Growth mindset cultures

A growth mindset culture was found to be necessary for resilience in more than half of the interviewees. Most responses felt that there could be good growth from failure and this could protect for the future. FIN 6 feels teams need to get comfortable with failure and not always take it too serious however FIN 6 adds that failure is ok as long it was deliberate and considered measures were taken before the action. FIN 1 strongly supports teams moving forward with focusing on solutions and come back to the point of why it went wrong.

HC 5"… So we would look forward and say, okay, what can we do now to ensure that that will never happen again? Because anything can happen once. It can be an accident, it could be a mistake to be something slipping through the cracks. If it happens a second time, then we have failed because our job is to stop those things from happening. And if you adequately protect by growing and learning and building…"

Fin 7" … everyone makes mistakes its part of the learning process. The more comfortable it is. And because you don't know, but because you allow other people to make mistakes, when you make a mistake yourself, it's not the end of the world. Um, and I think that that balance is important and that's why we don't throw people under the bus… you're going to have a communication process and take the person on a journey um…"

HC 6"… I don't think I'll rule you on failure is it's okay to fail as long as you, whatever you did you did deliberately because you'd taken some considered measure before you took your action. And if you did fail, then share it to someone…"

One executive from each of the sectors felt that fun and laughter promotes a culture that fosters engagement. FIN 6 describes his team teasing each other and this builds his team resilience.

Identified factors that build collaboration and team resilience from the interviewees

Identified factors that build Collaboration

- Diversity in the team
- Identifying non-team members
- Team Adaptability
- Team reflection
- Understanding team strengths

→ Collaboration → Resilience
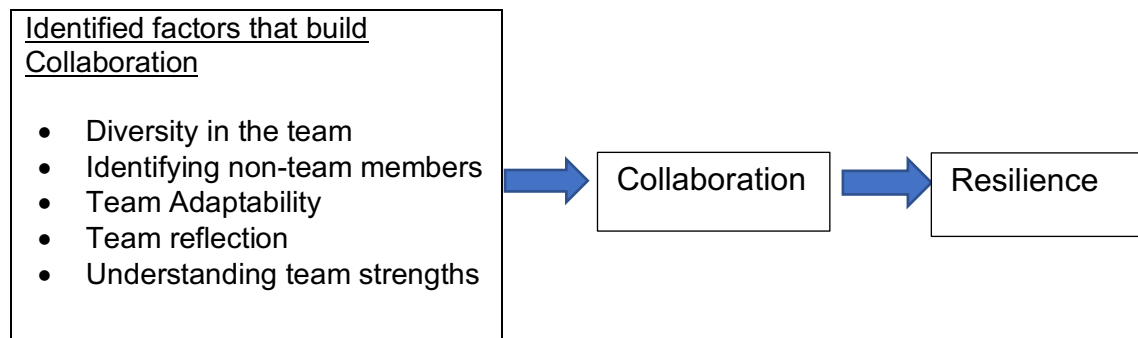
A majority of the executives identified collaboration within TMT as being an asset when faced with adversity. HC 5 describes his organisation as having a family approach. FIN 5 agreed that collaboration is practiced in her team before a decision is taken before a committee but she also expressed that too much collaboration can also be a problem slowing down the processes. Thirteen executives felt that collaboration makes people feel part of a decision and hence a journey and this leads to better decision making.

> HC 4"… Uh, but in, in for resilience, people want to feel that they can contribute towards the outcome. And even if the outcome isn't what they would've, they would've liked it if they feel it could have been done better. I think if people feel that being heard, I think it makes it much easier than to, um, to, to step up, even if it's not necessarily, you know, the, the ideal way for, from one person's point of view…"

> FIN 4"… Coming to the big decisions is a collaboration, you know, part of the reason why things take so long because, uh, before the idea is even put forward to the committee, there's all sorts of, um, collaboration happening outside of the committee, you know, so CEO. Yeah, man. I think it just lengthens the process. It gets people to talk to each other more often."

a) Demographic diversity and skill set diversity in the team

There were three executives that felt that diversity in TMT improved collaboration and thus decision making. FIN 7 identified demographic diversity and HC 7 felt using different industry experts contribute to discussions and seeing things from different perspectives and hence changes decision making.

> FIN 7'"… So, I think by having more, um, demographic diversity around the table helps get a better picture of what it is the checks to solving for. Provided you actually let all the voices in. Okay. So if it's a real team …representative group that is diverse demographic. Yeah, I'd say step one, probably even more important than that and maybe what's implied in that is the different way of seeing the problem or the solution through that diversity. And I think you definitely get to better outcomes.."

b) Identifying non-team members

Four executives felt that it was critical to identify non-team members with their own agendas and try to get them out of your team as they could be problematic. HC 6 spoke about how his team dynamics improved after he left go of two non -team playing members. This improves the collaboration in his team.

> HC 6"… Um, and that they were asked to leave because you know that they would put themselves, put their own agenda ahead of that of the company's ultimately, um, to try and look better against another person. really trying to kind of form factions and build a kind of company positions and that it was breaking up the team and it just creating a bit of confusion about, you know, somebody, if we sat around a table and we spoke about something and we said, okay, that's the agreement. That's cool. Then we left not too long after a couple of days, then you know, you'd have someone in to ask you, but it doesn't seem that we completely rely on this person's not saying that…"

c) Team adaptability

An adaptable team was seen as a necessary quality by 7 executives. FIN 3 spoke of team members embracing change if it benefitted them. FIN 4 felt that teams should be comfortable with accepting if any idea didn't work and the direction of the project needed to be changed. This would speak to being adaptable and resilient.

> FIN 3"…So people are very easy to change when it benefits them and they're not involved in part of the change. So in our world we are going through this

massive change. We, in innovation and we're getting attacked by all of these start-ups. And then in the organization people are very reluctant to change and then you ask them, but you know what, five years ago there was no Uber. Nine years ago, there was no iPad and you embraced it very quickly…they embrace a change because it benefits them…"

FIN 4"… much easier to get through because you quite open, um, to ideas. You open to changing midway. You're not, you're not afraid, just, you know, just to complete something because you've started it. Um, it's part acknowledging it doesn't work. So, you know, it's, um, let's stop change directions. It's very adaptable…."

d) Team reflective

There is a need for teams to be reflective. Three executives found this facilitated resilience in the team being able to reflect what could be done differently and why things were happening.

FIN 3"…I am talking about, looking back, being reflective in a sense this is what went wrong and this is what's going to happen. So I think a team needs to be evidenced based, analyse the past, analyse the environment, see what's going on…"

e) Understanding of team roles and strengths

There were five executives that commented on the need to have a clear understanding within the TMT of each other's roles and as this can be used as an advantage when faced with a crisis. This sentiment was shared by HC3 and HC 5.

HC 3"… Then in the team based setting, you need to know what each person's strengths are and what their weaknesses are. And then you need to know how to leverage the strengths in each person to ultimately get results or get something done.."

HC 5"… But if I hire the most capable people that are, that I can, then I also have to listen to those people. We have to be guided by those people in their strengths areas. But sometimes important people are the people who are um, detail oriented. So I can do high-flying strategy, but I say to my team, be

careful because I can confidently lead you over a cliff. So I need to have people who will check me and be the checks and balances will go back to the detail, go back to the operational stuff.   So different people at different times have different energies and abilities and can take on more or cannot take on anymore…"

Identified factors that build cohesiveness and team resilience from the interviewees

Identified factors that build
Cohesiveness

- Maturity of team
- Size of team
- Company fit

Cohesiveness → Resilience
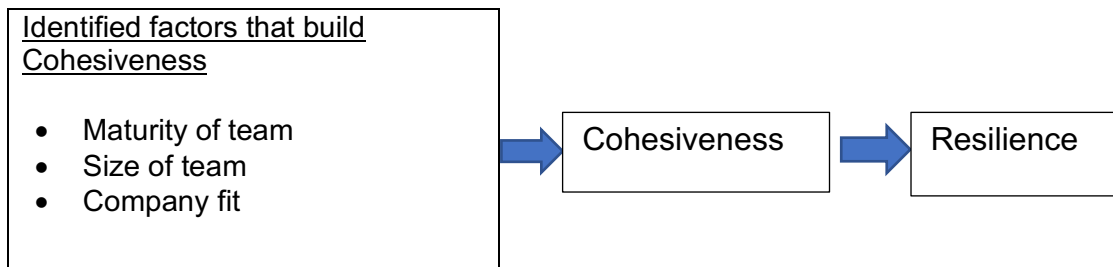
Cohesiveness was considered an integral part of building resilience by a majority of the executives. FIN 6 describes the closeness of his present team where they are able to talk openly about the both business and general topics and team members feel supported and looked after. HC 8 gives insight into how lonely the leadership position can be and the hence the importance of the cohesiveness of a team to help build corporate resilience and agility.

> FIN 6"… , I really enjoy where I am now and our executive team and how we interact. So, so we often talk about, um, you know, don't worry, you got your back, need this, this, this, and we share openly, you know, political situations we shared as a team how we respond to certain external influences in our business or dynamics in the bank for the bigger bank, which is huge…"

> HC 8"… One of my personal insights on top leadership is the loneliness that comes with it is underestimated. And it's often not perceived until you reach that point. It's looks very glorious when you're looking at it. But when you get there, you actually find, because the buck stops with you because you are seen to be the person that has to be strong in the tough times. It is a particularly lonely place. So to your point in team that has cohesiveness, that's deeply collaborative, uh, that has empathy, I think is much better positioned

to demonstrate corporate resilience, corporate agility through times of change…"

a) Maturity level of the team

There were seven executives that expressed the more mature a team was the more cohesive the team was and this allowed for more comprehensive discussions in decision making HC 8 spoke about the difference of working in a mature team that had been in the organisation for many years with strong leadership and thus being able to withstand strategic challenges as compared to an immature team where the team dynamics are still being developed. This is due to the amalgamation of people from different organisations, different expertise and a leader that is a technical expert rather than a people orientated person. This has led to some challenges when faced with uncertainty. HC 3 feels that a more mature team understands their roles and the importance to be cohesive.

> HC 8"… The two businesses I mean are in different stages of maturity… one a brand-new business.,. It's still some norming and storming going on in the team dynamic and people have come from different companies and come together. I would say this, the culture, the subculture is not settled. The leader is less of a people orientated person and more of a subject matter expert, more of a technical expert…And therefore navigating some of the uncertainty is difficult in that team at the moment. Whereas in the other team you have a mature business, stability in the leadership team and not withstanding massive strategic challenges that are coming this way…"

> HC 3"… So I think that the team is a mature team and I think generally mature team understands the need to be cohesive and what my role on this executive committee.."

b) Size of the team

One of the executive felt the larger the team was, the less cohesive the team was. He expressed that more robust discussion can be achieved in smaller teams. In this study the healthcare groups were smaller and more cohesive than the financial sector groups.

> FIN 8"… I think the team that said the executive team is actually quite a big team. So you don't get that connection as I think you do in a smaller group,

there's probably about 12 or 13 people around the table. I think like a group of eight or 10 is maybe an easier group to, to connect with. Um, I feel at the moment we probably don't have the robust debate or discussion around some of the decisions…."

c) Company fit

There were six executives that felt hiring a team member that didn't fit with the company values, caused a lack of cohesion in the team and this created problems. HC 5 also described times when he hired just to fill a post only to regret it six months later. HC 7 spoke of the importance of hiring people with the right personalities.

FIN 7"… . Um, yeah, but I mean you, you have to have people who are the right personalities…"

HC 6" … And people, whose values relate with each other. I firmly believe that it's because they relate to the culture of not just HC6 South African to HC 6 globally. I think their values kind of line up. So you don't have that sort of frictional head butting…"

FIGURE 4 SUMMARY OF FINDING OF IDENTIFIED FACTORS AFFECTING TEAM PROCESSES

Identified Factors that build connectivity
- Relationship building
- Trust
- Respect
- Empathy
- Motivation
- Common vision and goals

→ Connectivity

Identified factors that build engagement
- Honesty and integrity
- Accountability
- Crucial conversations
- Leader presence
- Leader decisiveness
- Inspiration of leader
- Organisational Culture
  1) Entrepreneurial
  2) Growth mind set
  3) Fun and laughter

→ Engagement

Identified factors that build collaboration
- Diversity in the team
- Identifying non-team members
- Team Adaptability
- Team reflection
- Understanding team strengths

→ Collaboration

Identified factors that build Cohesiveness
- Maturity of team
- Size of team
- Company fit

→ Cohesiveness

Resilience

5.4. Decision making strategies in adversity

Research Question 4: How does adversity change strategic decision making?

a) Openness in decision making in adversity

Openness to new ideas was recognised as important aspect of decision making in adversity. HC 5 expressed the need for organisations to be open to new ideas and to reinvent themselves constantly and there should be no room for complacency. FIN 2 describes the decision making in his team as being closed minded and he ascribed this to what he thinks is a generation gap with the older generation stuck in their old ways and the younger millennials in the company being more open to change. HC 6 however had an opposing view where he described one of the most agile and open members in his organization was a sixty-year-old male. FIN 7 being from the insurance sector described his team as very open and innovative. FIN 6 from the wealth division also described his team work in that there is openness to new ideas and room for failure and tolerance that is present in decision making. FIN 5 describes her team as a mixture of individuals who are open to new ideas however there remains some who are hesitant. She attributes this to the safety the person feels in the team. FIN 4 describes her experience working in an African exco team as being more open to ideas than her South African counterparts in the same institution. In-spite of FIN 3 himself being open minded and embracing new ideas, he feels his TMT however is not geared in this way. The conclusion from the financial sector results was that insurance sectors and wealth business units seem to be more open to new ideas rather than the retail business units except for an African Exco team.

> HC 5 "…We chasing new ideas. We're searching for new ideas. In fact, that's how you know. So I've, over the years I said to the guys, to the people, we cannot be complacent. So there was no such thing as complacency. We have to reinvent ourselves. And you don't know there's people. You say if you're not cannibalizing your own business, somebody else will. Yeah. If we do not change ourselves and make ourselves remodel ourselves…"

> FIN 2" … Again, because I've been here for like 25 years Yeah. See those people who have close minded, uh, they go back to the old ways. If they're like, no, no, no, this is how we used to do it. Now you've got a problem. Let's just go back to the old way. All the new stuff as well. Yeah. So yeah, those people, but more and more, if you look at the organisations culture, it's, it's a younger crowd of people now so that the CEO is like 40 hiring the 20s and thirties you know,

these people are all like open to new ideas, willing to try different things, willing to sit now when the shift hits the fan..."

b) Comprehensiveness of decision making in adversity

There was a strong sense of comprehensive decision making in the healthcare sector with seven out of the eight affirming this. HC 7 talks about her team as having robust dialogue and the diversity in team contributes to the different views and constructive discussions pursue. There is comprehensiveness through this process. HC 3 talks about his meeting as having structure and productive discussions that are goal orientated rather than just waffling on. The picture however was very different in the financial sector. FIN 1 reported that leaders made decisions which were expected to be carried out by the team and this was self-serving. FIN 3 reiterates the point of leadership only making the decision. FIN 7 discusses his team as having expert opinion on the topic and then having discussions. However, he is from an insurance business. FIN 6 belongs to the wealth division in his institution and he describes the teams meeting as creating the opportunity for all views to be discussed and then a decision made. FIC 5 who is also from insurance describes a comprehensive decision-making style. FIN 4 describes her African exco team as being more comprehensive in their decision making due to the culture within the team and the context of business in the African continent changes regularly and hence her team needs that adaptability and collaboration.

> HC 3" … so I think everybody gets a voice there. Um, so I think decision making ultimately comes from, you know, creating a discussion platform to where people can hear their views to open up the doors, open up the topics, this is the topic and what is it that gets sort of like some evidence with regards to what is the background of the topic. So, we put it up there or someone will verbalize it. Okay, that's fine. What's decision about do you want to make…"

> HC 7"… And what's really interesting is cause we have different industry expertise new and old, it creates quite a useful and robust dialogue. But what a pleasure cause you really getting the diversity of use of, but that's not how we do it here but why couldn't you do it that way. Um, and you have a very constructive and real grounding. Cause I think also you have a whole bunch of new people without any grounding that you can make some serious errors. Um, so you kind of need the yin and yang's…"

FIN 7" … someone needs to say, listen, we know this works…And sometimes when you as the leader have a lot of conviction and a lot of expertise in an area, you need to, you need to give leadership. But sometimes there's new areas and stuff where you as a leader you're not the guy in the room who knows the most. You need to give freedom to experiment and see where it goes and get all the views. But it's a balance…"

c) Consensual decision-making in adversity

The healthcare sector executives described from their experience of TMT, decision making was through listening to team members who all had equal voices. It was from these discussions that decisions are made with all members agreeing. This seems to be in contrast to the financial sector, where FIN 1 described that decision making in his business sector was not consensual in nature but rather dictated by the leader. FIN 8 acknowledges that it is important to get all the views from the team before deciding however he does warn that there may come a point when the leader has to step in and make the final call as diplomacy can result in too many little things being changed. FIN 5 who also is from the insurance sector describes her team as having a team charter which states that everybody will be heard and be a part of the decision making. FIN 4 describes a more consensual decision-making strategy and she attributes it to the possibility of less egos to "massage" in her teams. FIN 3 feels the financial sector lacks this consensual decision making.

FIN 1"… when senior leaders make decisions that are right for individuals as opposed to what's right for the organization or client…but it doesn't make any sense when, why should that business unit falls in that area? … senior management is trying to allocate as to keep some person happy as opposed to saying, well, does it really make business sense…"

FIN 7"… This thing is what it what it is, this is part of our success let's look at these things, these things we might tweak and change because these mostly certainty around what's good or bad and you need to run and test or figure it out so that they, there needs to be a balance because I mean, you can also be so diplomatic that you allow people to change every little thing.

FIN 5"… So decisions are made in such a way that everybody basically has a say. Okay. Regardless of the matter of how big or small the matter is. And that's something that we agreed as part of team charter, we've got these things called ambition ground rules.

d) Risk averse decision making in adversity

There were five of the healthcare industry executives that commented on evaluation of the risk to themselves and the business during adversity. HC 2 highlighted the appetite for risk was dependent on what was at stake. HC 3 expressed the appetite for risk was dependent on the leader of the organization. He described working under a French CEO who was more risk averse than working under a US CEO. As a company the European companies were more risk averse as reported by HC 3 and HC 6. HC 4 reported from the many years of experience in TMT all over the world, he noticed that the teams with big egos and belonging to multi-nationals had a greater appetite for risk. HC 6 felt executives based their decision making on where they were in their careers as most commonly those that were in senior management ready for promotion were most risk averse as they were afraid of their reputation. They were in their comfort zones. HC 7 expressed a need for the executive team to have a balance of risk takers who see the opportunities that the situation presents and risk aversive executives cautioning about the risks that may occur. She described her team as having the healthy balance and hence she felt assisted in the decision-making process.

> HC 3" … So I think you'll find, depending on the leader you've got to that point in time, as in any sort of division or team and my team or anyone else's team, your leader is the one that determines the risk. It doesn't work anymore, especially with a diverse workforce from around the world… French people are maybe a bit more risk averse. As a company, we I think however we are. So sort of like mixed as a company. I think there's only the leaders of from all at the top, top level of the company they're from, they're from the US…"

> HC 4" … These are multi-billion dollar businesses. Philadelphia um, I mean those meetings I'd have to say particularly is a, you know, you dealing at a level where you feel these people are significantly uh, greater empowered in terms of the implications and consequences of their decisions. Because the reality is in big senior teams, there's a lot of people with big egos… "

HC 5"… I think, I think people become immediately more risk averse. Yeah. I would say that at the moment it's a comfort zone so people to what they used to. . But actually, the people who have probably been the most risk averse have been people at a level where they're looking to step into kind of a senior management role or indeed senior managers themselves who've said well hey, if we change this then everything I've done and kind of my reputation and the hard work I've done over here, where does the keep me standing…"

HC 7"…but suddenly as the team there's a feeling of strength or something. Um, I have, I have always experienced that. I think it also may be typically people also in different spaces with different risk appetites. That is really important to me to build a great team because you will find that the more risk averse, and I count myself in this category, the more risk averse of us are going. It's a disaster and the less risk averse saying there's opportunity here. And that in itself also is a really helpful confidence building mechanisms with the team…"

5.5. Factors that build resilience in leaders, teams and organisations

Research question 5: What are the factors that contribute to leader, team and organisational resilience?

Interviewees were asked about the external factors that they experienced built their personal resilience and team resilience. Executives reported from an organisational perspective, organisational foresight and culture were viewed as important contributors. Remuneration rewards and incentives were also found to be critical in driving leader behaviour and hence resilience. The structures of the business as hierarchical versus flat business structures were also felt to impact resilience in organisations. Team diversity in TMT was found to change the discussions in TMT hence the generation of more ideas. Executives expressed the need for more inter-departmental collaboration rather than siloed business units as this would support the ability to adapt during adversity. Executives identified that from an individual perspective mentorship, executive coaching and soft skills training helped them become resilient.

Organisational foresight

Both organisational and leader foresight were seen as a requirement for resilience. as HC 3 describes that possessing foresight led to better preparedness and early recognition of adversity. HC 3 and Fin 5 felt that is was better to be proactive rather than reactive to situations. HC 1 described her company as having many protocols to react to different situation however she felt as much as this is preparation for future crisis, it also was restrictive in a way as the organisation was expected to rigidly follow these protocols.

> HC 3 "…somebody who has some sort of foresight or acuity to you know, with regards to understand how things …could unfold in, in the business context. We see a few of these warning signs or these sort of red flags. This is what to be prepared for. You know, you're not like, okay, let's be reactive and just respond when something happens a sense of preparedness…"

> FIN 5 "…uh, being thinking intentional means you need, be proactive. You need to be able to kind of anticipate what's going to happen in the future so that you can be able to prepare for it… you cannot just as a leader live in the moment, you gotta be able to, to be able to adapt to the changes that are coming in the future, that's foresight…"

> HC 1"… You know, as a team you have to be agile, you need to be flexible and to be adaptable, you need as a team to again, again to have a foresight. so there's protocols that every single thing that goes wrong has got a protocol that I've thought of. If there's one thing Indian company can do is they can write SOP and they can make sure every single thing is covered…"

Organisational culture

Organisational culture was identified by most executives as a key component to building resilience. HC 5 described the culture in his organisation as being a family without the drama of family. FIN 7 described one of the financial organisations culture that he worked in, as leaders being" deliberate" and set up a "meritocracy" culture very caring, community environment, with a more flattened structure and openness. He described that there were no titles and everyone was treated with respect. Another finding in the study that was expressed by many executives recognising that

organisations with a growth mindset and supportive culture were more resilient in adversity.

> FIN 7"…it's a fantastic organization culturally in the way that S and the guys set up the culture and they are very deliberate about, and it's what they call it a meritocracy. So it's not about who you are, it's about the merits of what you say. So, so non-hierarchical, very flat structure, openness. I can say things. People have roles, you choose your titles and there are no title and everyone is treated with respect. These are, these are fair amount of the Jewish caring type , they can be very hard as well in situations…"

Remuneration and performance measures of executives and business units

Remuneration and performance rewards was a huge issue with more than half the cohort agreeing that when rewards were based on finance performance only, this led to behaviours where each business unit protected themselves. FIN 3 spoke passionately about the financial hunger of leaders and the detrimental consequences if rewards were focused on just the "numbers". This was very prevalent in the financial sector with six of the eight interviewees seeing rewards as a driver of behaviour. The financial sector found that this was a particular problem in the business units that brought in the largest income, for example retail banking as described by FIN 8. FIN 1 said that his organisation focused largely on financial rewards based on financial matrixes achieved. Fin 6 added that in his organisation between the retail and the wealth business the measurement tools were different. He emphasised that if success was measured on the individuals, then the result will be individualistic thinking rather than team collaboration and engagement whereas if the measurement was about team success then behaviours would be different. He strongly reaffirms that in the banking sector people are not incentivised to collaborate. Fin 8 also described the lack of recognition and rewards for of inter-collaborative team efforts and hence this promoted siloed behaviour. FIN 3 describes recommends a more balanced approach when evaluating individuals. These should include more than the financial outcomes for example staff turnover, and customer satisfaction. FIN 4 laughed as she recalled a colleague being difficult during a meeting, and afterwards he admitted that he was trying his luck to increase his budgets at the expense of hers as his own business unit was performing poorly.

> FIN 3 "… So like I see it, so they drive your behaviour by scorecards and KPI's or goal setting. That's the one thing. And then the other thing is, you

know, we get rewarded quite well financially... But I can tell you honestly when, so at the end of the day the only things they worry are those financial matrixes you could have…CEO and lots of these people are hungry and the reason they are hungry is because it's more bonus, more salary.

FIN 7"… I think a key factor for us is that it must be balanced because I mean you can't just have say 100% of it being financial outcomes because you have different stakeholders and those incentives must serve all those stake holders. Otherwise one is going to be winning at the expense of the other one. Um, so when you, when you have a matrix, you'd mostly include for example, yes it can be sales, it can be margin, but then they must be staffed turnover, they must be customer satisfaction index…."

FIN 6"… It's not like, it's not a big blameful to us in the wealth side versus the retail side… So if you're tell me what does success mean and it's only dependent on me, then you'll get silo behaviour, which you do get. Yeah. Um, especially in these big organisations… if you connect the dots and the way sort of in a balanced manner… I sometimes talk of his bank as this Frankenstein, you know, the left arm here and right arm is there. do they know each other or do they work in sink. No. And that is literally because people and units are measured on their individual successes so there's no incentive to be collaborative…"

Organisational structures

There were two points that evolved from the interviews with regard to organisational structures and resilience. HC 4 reported that the decentralisation in their organisation allowed for greater autonomy, agility, flexibility and speed to respond to changes. FIN 7 describes the flat structure of his organisation where the TMT sits together with the rest of the employees, creating an open-door policy which allows informal conversations and he thinks that this environment promotes resilience. FIN 8 agreed that hierarchical structures increased time to decisions and hence impacted negatively on resilience. HC 7 talks about flat structures giving fluidity for change however she also challenged her thinking where she expressed that she also felt hierarchical can also work if the mission is driven from top management to lower down in the organisation. HC 6 fear that flat structures can result in loss of talent as

some individuals are driven by the need to progress in companies. There is a mixed view on whether business structure improving resilience with some feeling the hierarchical approach creates openness, increases agility, and speed for response, whilst on the other hand it could result in talent loss. FIN 4 also pointed out that the greater the size and levels in an organisation the more difficult it is to manoeuvre change and build resilience.

> FIN 7"… Flat structure. Um, and we try and deliberately keep it like that there are no smart office…we have none of that. It's functional…So I just think it improves communication…accessibility…people don't have to make an appointment to come and see you. Um, the small issue, they just walk up to your desk and speak to you… there's not layers and layers of decision making …"

> HC 7"… But I'm challenging myself because from a hierarchy perspective, I think it could work too because what I've noticed, this environment, hospital environment is command and control, hierarchy driven. And what I have seen is as long as the top team are responsive to change and adversity, you can actually then just drive it down through the rank and file…."

Diversity in TMT

Diversity in terms of skill set and demographic diversity were identified as building resilience and hence organisations should focus on these factors when choosing TMT. FIN 4 described the need for diversity of skill set and people who have different views. HC 5 reiterated the greater the diversity, the greater the open-mindedness of the team. Female diversity was commented on in a few of the interviews as the view was that females had a higher emotional intelligence and looked at things from a different perspective.

> FIN 4"… I hire people, um, that don't have the same skillset, as me, because then they help you with your blind spots. And in fact, if you, if you employ any effective team, you become an effective leader. So it is about choosing the right type of people. So I mean the type of person I am, I don't like employing people that agree with everything I say because I don't have all the answers…."

HC 5"… So if there is diversity within the team in terms of thinking, in terms of strengths, in terms of viewpoints and perspectives, the greater the diversity, the greater the open-mindedness of the team, the better the outcome from that team…."

FIN 3"… They would like look at you and it's a very male thing as well because males like to solve immediately. Yeah. And that's why diversity is so important, especially where from a female like you… to talk and not solve the problem immediately…"

Interdepartmental collaboration

There was a great drive in the financial sector interviews to bring about a more inter departmental collaboration during adversity where resources and skills could be utilised. Executives felt incentivising this behaviour would result in better engagement and collaboration and hence decision making. FIN 1 spoke of the importance of building a network and creating relationship. He spoke of using opportunities during business as usual times to build these relationships so that these relationships could be called upon during adversity. HC 4 discussed how they are presently spending a lot of time developing cross functionality within the different expert areas to enable collaboration especially when critical issues arise. FIN 8 spoke of how only through inter departmental collaboration one his major challenges was overcome. He also reiterated the point of giving credit to where it was due, when the collaboration was achieved. FIN 6 described the need for a network to assist in resilience.

HC 4"… So you had a mix of chemists, professors, research people was they were spending a lot of time developing and building competencies in the next level and cross functionally they're doing a lot more collaborative work. So when critical issues came up, it wasn't just, it wasn't just that all they could rely on…"

FIN 8"…the working relationships across all these different elements. So from design to technical to compliance to risk to all these different functions coming together to give you a common outcome rather than just staying within your silos is the language that you would be using,.."

FIN 1"… I think what's important also is to have a good network across your organization of people, individual that you can rely on. Um, because when, when things are stressful or going wrong and you need to be able to pull in favours to get resources to help you or to expedite something, um, you need to have good relationships…"

Soft skills training

There was a huge focus on building emotional intelligence through soft skills training and this being a factor in resilience.

HC 3"… I'm sure in all of these soft skills, which we call them, um, So, yeah, and I think there's always an element of, you know, being trainable. Um, but I think training is more to sensitize you to stuff like emotional awareness, people are probably always empathetic

Mentorship

Mentorship was seen as an important support that built resilience. HC 4 felt as an executive he needed a space where he could rely on an honest and truthful opinion. FIN 3 spoke of the critical importance of mentorship and the pairing of younger executives with more experienced executives to provide guidance.

HC 8"…we use mentorship, 360-degree perception inventories to understand better how people are perceiving you in the signs that you give. Um, so there's individuals' skills creation and, and insight skills that we need to create around the leader themselves. The next level of leadership is to have a great team…"

Executive coaching

Executive coaching was already in place for most of the financial organisations and this was deemed valuable by the executives in building their emotional intelligence. FIN 5 with five years of work experience in exco found executive coaching to be particularly helpful as it improved her self-awareness. She spoke of a difficult time in her career where the coaching helped her reflect on her behaviours and through this process her relationships within her team improved. She spoke about continued sessions on a regular basis as she found coaching so helpful.

FIN 5"… what I find important is, um, zoning in, on, on, on developing leadership ability that helps leaders build resilience, right? So that can come in a form of, um, coaching, leadership development, etc. I think it's critical. It's

very important because as a leader, that's the guidance that you need as you come into turbulent times. Right? That external, um, sort of call it training

5.6. Additional Finding: The impact of multi-national companies on TMT resilience
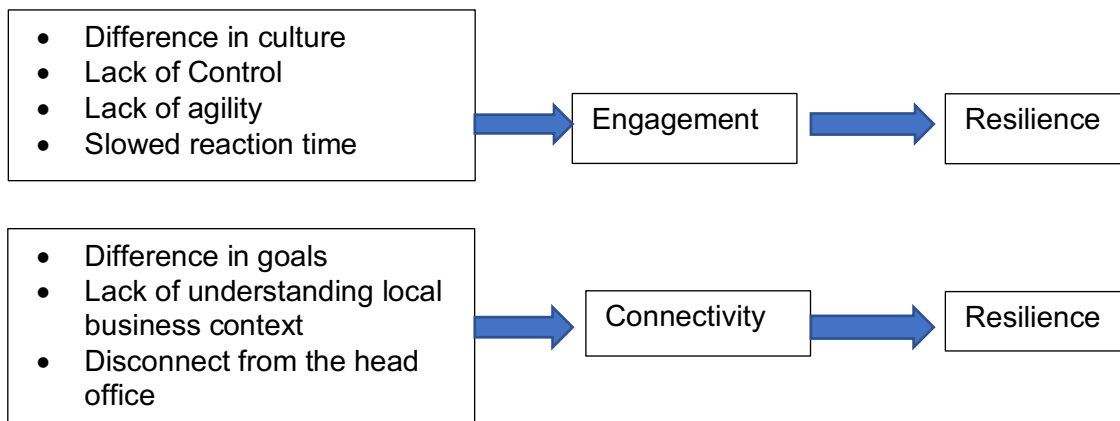
In the healthcare sector four out of the eight organisations were multi-nationals. There was one financial organisation that was a multi-national and one of the previous financial sector organisations were run by a multi-national. This cohort felt that being a multi-national impacted on the resilience through many different factors. These factors will follow in the discussion:

Difference in multi-national and local cultures in engagement in TMT

Executives reported belonging to a multi-national organisation posed challenges in terms of the cultural differences between the head office and the subsidiary. They noted difference in team dynamics and felt that these changes were dependent on the country of organisation or the origin of the leader of the organisation. HC 3 whose organisation was French in origin described a hierarchical structure and hence as a member of the team, your role in the team was defined and when the leader has spoken the discussion ends whereas his experience working for a Swiss and African organisations was very different. HC 3 pointed out that the country where the head office was located influenced the culture and behaviours of the top management team. However, he also noticed that the leader of an organisation had a considerable influence on setting the culture and decision making of the organisation. He backed up his argument as he described that many of the leaders of multi-nationals had worldwide experience and were influenced by these experiences. He described that

he saw changes in culture and decision making when he worked under an American CEO in a French company. HC 1 described her challenge working with an Eastern company where the gender played a role in the team dynamic and she described the presence of male dominance where the male in the room would have the closing statement and decision. HC 6 spoke about the difficulty that he faced trying to get a European multi-national to understand African culture and the greater socioeconomic issues that South Africa faces. However, he did feel that due to the challenges that South Africa had been exposed to, the South African subsidiary was more equipped and able to be more agile and resilient.

> HC 3"… French companies are generally very hierarchical, you know, when the leader has spoken that that's the end… you know, you're challenge, but you know, you must know your role, whether you can even challenge , you know, did they even call it respect? Cultural leadership, it actually is true and it is real. And I worked in a Swiss medical company, very different. Our French company sort of very, you know your role, know your space, your spot… So each team, I mean this company has their own culture depending on where their base and what their roots are. And I've tried to work with African company is also different as well. U…"

> HC 1"… So the males are, are very, um, CEO is too big for anybody to, for them to dominate. this is what makes DR difficult is because you've got, you've got this cultural influence of a family business that was started and he wanted to develop Indians…"

> HC 6"…we kind of have a difficulty in terms of trying to get the reality of South Africa and our surrounds to reconcile to Europe. They don't generally understand Africa context. So their problems troubles are completely different to ours…, I think agile shifts to agility and openness to change as South Africans. I think we kind of used to this, we're more to it definitely than the Europeans

Multi-national control and agility in engagement of TMT

Executives commented on the negative impact that multi-national control on organisations had agility and lack of control on decision making. this was felt impacted resilience. HC 1 described the frustration and the lack of agility due to

organisation having many protocols that govern the direction of the business during adversity. HC 6 felt that there should be strategies for emerging markets and this would improve agility. FIN 5 had a mixed view with regard to the control of multi-national over local organisations. She expressed being very happy from a human resource point of view as with the strict German structure with fair processes from a people's perspective. However, she did admit that there was a very rigid underwriting culture from Germany and this left no room for flexibility which is needed for resilience.

> HC 1"… Everything is handled through a SOP, so there's protocols that every single thing that goes wrong has got a protocol that I've thought of. If there's one thing HC 1 can do is they can write SOP and they can make sure every single thing is covered. they are down the line down the line. It's like a no…".

> HC 6" . And I think that's, that's where fundamentally I think multi-nationals are missing a lot of, a lot of the point, you know, so they could definitely, in my view, at least take a different approach to say ok fine Let's have completely different strategies for emerging markets. And then Europe and the middle east, .. they actually have emerging market brands"

> FIN 5"… So for me, when I can say about the German Culture from people perspective, is that because it's very consistent, it tends to promote fairness…so like it's black and white…There's no favouritism… that's really great. I think what becomes rigid is really from the business perspective way, like for example, local insurance companies can do a lot of things that we can't do because we follow a very strict underwriting culture, you know? …"

Multi-national organisations and reaction time to adversity

Executives found that due to the consultation with head office that was necessary when dealing with issues, this slowed down the speed to react to the adversity. Four of the six executives felt that multi-national organisations slowed the response to change. FIN 6 reported that the pace at which change could be made was slower in a multi-national due to the multiple layers. HC 6 felt that the slower reaction time was due to over-consultation of the issues so that it was politically correct. This was not a problem in the South African environment where changes can be accommodated quicker. HC 4 commented on how people that moved from multi-

national to local organisations were shocked at the speed of implementation of change as compared to their experiences in multi-national organisations.

> Fin 6"… It does. It does. Because typically when you are at a global structure, decisions take long to get made because they have to still, cut through all the layers, global layer, regional layer, country there, etc. So I would say it plays it delays it…"

> HC 6"... I honestly think that they have done it too slowly because the, they used to the European mentality of nothing goes wrong. So small changes need a lot of consultation and we need to do it extremely slowly. . And my experience with, with the European is, you know, they want to be as politically correct about everything as they possibly can. Whereas in South Africa we probably are ready to move quicker. But at the same time we want to see, you know, so that we, we're talking about we are moving in an agile way…"

Differing goals and understanding of the environment of business between Multi-national and local organisation connectivity of TMT

Executives expressed concerns about the differing goals of multi-national versus local organisations. There was also concern expressed over a global strategy that didn't fit local organisations. Fin 5 expressed her opinion that the goals should be based on the local environment of business rather than a global objective. This was reiterated by HC 6 who felt with exchange rates being against South Africa, the goals set by European organisations were unrealistic and they lacked the understanding of the local environment. He spoke of his challenges that the company faced when dealing with local legislation and funders that are struggling to increase their memberships due to high unemployment rates and state facilities being unable to pay for these expensive drugs in the South African context. He thought that multi-nationals should have emerging market brands to alleviate this problem. FIN 1 spoke of how the crisis in Europe changed the goals of his organisations and the bank took a decision to stop lending to energy and food commodities. This was detrimental to his organisation in South Africa as this was their main form of revenue. HC 4 described the disconnect felt from the head office as the meeting were scarce however he saw this as a way for the local team to build their own resilience and protect themselves.

FIN 5"… You have to take into consideration things, our culture, you know, things like socioeconomic conditions. Um, so as a leader you have to make sure that you are able to drive it towards the betterment of the local region as opposed to just kind of following group structures.

FIN 1"… in how we doing other types of businesses. Uh, like B took a decision that they don't want to do, um, energy commodities or food commodities. And as A, so we are the biggest lender to the agricultural space. And so we said that does not make sense… opposed to making decisions which suited an entity which had no interest in, um, or had interests that wasn't aligned to a purely African one.

HC 6"… exchange rate was maybe six or seven rand to the dollar sounds. So now it is 16 …they can't understand …no growth… So we start taking a lot of pressure over here. Which they can't understand from that side cause they can say but your prices are so low compared to the rest of the world but you don't understand.., it's completely different and you know, it's a medical funders are under pressure…. And there is 30 % unemployment and people aren't, they're not growing their membership base yet. We are bringing in new innovation all the time, which is more and more expensive.

HC 4"… so there was a, tends to be quite a big, and it is the issue where your bosses are not in the country. So yeah. So they are, there's a huge gap to be honest in terms of how, how that works. . And the disconnect is because you do, you might see these people you may do a tele once a week. You might only see them once every three months. Um, and I think that's what tends to be the resilience tends to be, it was create your own little fiefdom that's sitting here and you hoping it doesn't get hit, by, by, by something else with it…"

CHAPTER 6 DISCUSSION

This study examined resilience in organisations with focus on leaders and their TMT. The study initially examined the determining qualities that leaders should possess to be resilient. Thereafter the study focus moved to team dynamics. The study investigated the team dynamic changes that occur during adversity and team processes that built resilience in TMT. The study went further to examine decision-making in adversity. Lastly the study explored the external factors that build resilience in leaders, TMT and organisations.

Leader resilience

Leader resilience is part of the intra-personal qualities and the leader capacities which impact the way leaders adapt and change to adversity in their organisations. Key scholarship on resilience have highlighted emotional intelligence defined as self-awareness, self-management, self-motivation, social awareness, and empathy (Goleman, 2004) as important determining quality that leaders should possess to be resilient (Masten, 2001; Garmezy & Rutter,1983; Rutter, 1987; O'Leary, 1998; Bonanno, 2004; Rodriguez-Sanchez & Vera Perea, 2014). These emotional intelligent leaders are able to facilitate changes in their environment and beyond this build resilience (Masten, 2001; O'Leary, 1998). Studies found that adversity led to "reflection" p102 which led to greater self- awareness and hence leadership growth (Elkington & Breen, 2015, p.102). Studies in self- management skills found flexibility and openness (Tugade & Fredrickson, 2004) as important factors that enhance resilience (Friborg et al., 2003; Luthans et al., 2007).

This study cohort strongly confirmed all the qualities of emotional intelligence (i.e. self-awareness, self-management, self-motivation, social awareness, and empathy) as crucial attributes of resilient leaders. Executives in this study explained self-awareness as being able to understand how their backgrounds and worldly experiences impacted on the cognitive bias and their decision making. Self-reflection allowed executives in the study the quiet time to reflect on decisions, interactions and learning and grow from this process. Self-motivation and social skills of listening, respect and patience were also identified in this study as building resilience. This study strongly identified empathy as an important trait for a resilient leader. Flexibility, agility, adaptability, humility, tenacity, perseveration and openness were important

self-management skills that this study identified as building resilience. Executives in this study found leaders who were open allowed for the innovation of new ideas and more responsive to change. Executives identified open leaders as leaders who encouraged and embraced the participation of people who had different perspectives.

Personal assets like self-esteem, self-efficacy, hope and determination are integral in building resilience (Friborg et al., 2003; Rodriguez-Sanchez & Vera Perea, 2015). A leader with a positive self-view and self-motivated is able to give off positive energy, and behaving in morally acceptable manners (Bonanno, 2004; Masten, 2001). Moral leaders are more resilient as they are acting in line with their beliefs (Garmezy & Rutter, 1987). Leaders in this study felt self-confidence and self-belief were essential however there was also a warning about over confidence which impacted negatively on a leader's ability to listen to other views of the team.

There was been a focus in leadership research to understand personality traits of leaders and their impact on organisations. De Vries has been one such researcher. De Vries (2012), in their studies found that CEO's with narcissistic personality traits (hardness, arrogance, self enhancement) adversely affected team dynamics (Peterson et al., 2003) which in-turn impacted on organisational performance and strategy (Peterson et al., 2003; Taylor & Brown, as citied in Bonanno, 2004; O'Leary, 1995).

A key controversy in resilience research is whether hardness is a quality that enhances resilience in leaders. Authors in resilience work have debated this issue and with some authors explaining that a leader's hardness allowed for them to be less distracted, increase their capabilities and be more confident in the stressful situation (Bonanno, 2004; O'Leary,1998). Hardness is aligned with attribution theory which ascribes that peoples behaviours will be caused by the locus of control of their surroundings (Luthans et al., 2006). Hard leaders believe they are in control the environment rather than the environment controlling them and hence they are more resilient (Bonanno, 2004; Luthans et al., 2006). They also use repressive coping i.e. avoidance of the emotions attached to the crisis by dissociation they can adapt easier (Bonnano, 2004; Luthans et al., 2006). The opposing concern raised from studies

of CEO personalities found that almost 3.9% of corporate professionals had psychopathic tendencies with destructive behaviours. (De Vries, 2012).

This study brought on an interesting discussion on hardness as a quality of a leader. In this study, some executives agreed that a hard leader has the ability to have a direction, take control of the situation and move on from the adversity. A healthcare executives found that in his industry patient care, is of critical importance and the hardness to compliance and avoidance of risk is crucial, thus emotions need to be taken out of decision making and hardness as a quality facilitates this decision making. However, there was a strong view from executives in this study that hardness as defined by lack of empathy towards people was not acceptable for resilience in leaders as a way to build resilience. Hardness with lack of empathy had a negative impact on organisational culture, trust, relationships and ultimately organization performance. Executives agreed that a leader's hardness toward an external threat could build resilience due to their ability to focus solely on the problem and shut out the surrounding noises.

Self enhancement as defined by the over confidence and positive cognitions, were the core capabilities that allowed the leader to view threats as less challenging (Bonanno, 2004; Luthans et al., 2006). Executives in this study confirmed these finding as they expressed their concerns about leaders who were arrogant, hard, and engaged in self-enhancing behaviours. Executives felt strongly that big egos, and with leaders believing they knew all the answers were not helpful in adversity. There was a contrasting view from one executive that who felt labelling leaders as narcissistic was not beneficial as he felt that some organisational cultures promoted the narcissistic behaviours. This point came out strongly in the financial business sector due to the pressure to perform as executives were measured on the profitability of their business and this led to them doing whatever it took to succeed. Most executives felt that self-enhancing, over confident behaviours led to employees feeling frustrated, despondent, and annoyed and this promoted disengagement. Executives warned that this behaviour could filter down the organization and leading to poor outcomes in the organisation. According to this study over-confident leaders impacted negatively on decision making by not listening to alternative views and lack of openness for discussion and hence creating problems in resilience. Executives with their own agendas and ambitions were found to impede resilience. Evidence

from this study agreed that self enhancement and arrogance are not the makeup of resilient leaders.

Some of the additional qualities found included optimism and realism, leader knowledge observed in this study as building resilience. It is clear that optimism and realism (Elkington & Breen, 2015; Luthans et al, 2006; Luthans et al., 2007; Ledesma, 2014) and hope (Friborg et al., 2003) were important traits to overcome adversity. This was confirmed in this study and executives commented on having the balance of optimism and realism where the realism is the accepting the situation and the optimism is the confidence that it can be achieved. Executives described the traits of optimism and realism as complementary.

Studies found that leaders who helped their teams understand the adversity, and collaborated in the discussion on solutions were more effective (Edson, 2012). This highlighted the need for leaders to understand the environment of business and have a broad understanding of the entire business processes. This finding was particularly significant in multi-national organisations when CEO who were out of country made decisions which were not in the best interest of the local organisation. This occurred due to the lack of conceptualizing the local context. A new finding that this study identified was the importance of a leader challenging the status quo and having a restless spirit and as this resulted in more innovation and openness to new ideas.

Team resilience

Upper echelon theory focuses on factors that influence TMT dynamics and organisational outcomes (Hambrick & Mason, 1984; Carpenter et al., 2008). There has been a shift in upper echelon theory to move away from using demographic characteristics of leaders as a proxy for the study of TMT dynamics and outcomes of organisations (Hambrick & Mason, 1984; Carpenter et al., 2008; Carmelli et al., 2013). Researchers are now focusing on team processes and their impact on decision making in organisations and outcomes. This study focused on four team processes i.e. cohesiveness, engagement, collaboration, and connectivity (Peterson et al., 2003; Toscano et al., 2018; Bakker, Tims & Derks, 2012) and resilience in TMT. This approach on focusing on social interaction and not merely strategy and functional capabilities of an organization is reaffirmed in the studies on organisational resilience (Koronis & Ponis, 2018). The study firstly gained an insight

into the team dynamics changes during adversity and then investigate the factors that enhanced team processes and therefore resilience.

Team dynamics and adversity

In this study, executives discussed the changes that they experienced in their TMT during adversity. Factors impacting engagement was seen as one of the four team processes that was greatly impacted during adversity in this study. Research on engagement found organisational trust, employee engagement and identification, as well as the existence of open communication and error free cultures were identified as factors that increase organisational resilience (Koronis & Ponis, 2018). This study found multiple changes in team dynamics that changed during adversity and impacted on team processes. This study confirmed that the lack of trust and psychological safety influenced engagement in adversity as executives disengaged by withdrawing from the conversation and responding with silence. There was self and team doubt that occurred during adversity. The study found that certain team members lacked the business acumen and this further contributed to disengagement of the team.in this study team members were recognised as being less flexible and agile and this slowed down the speed of change in adversity. Self-doubt on an individual and team level occurred in this study. A blaming culture was prominently seen during adversity especially in the financial sector contributing to a lack of cohesion in team. This study found two factors that significantly contributed to the above organisational cultures. The first being a siloed approach to business and the second remuneration and rewards structures. These were found in the study to promote maladaptive behaviours.

Research in organisational systems describe organisations as "complex adaptive systems" which change and evolve. A siloed approach of business entities prevents the system of the organization from adapting to challenges as this approach led to a lack of a broader knowledgeable picture of the situation (Elkington & Breen, 2015; Woods, 2005). This study confirms these findings that the siloed business units' approaches in organisations contributed to the lack of connectedness and engagement. A very prominent finding was the great difference between the healthcare and financial sectors with much greater connectedness in the healthcare organisations than financial. This was due to the difference in the remuneration structures between the sectors. In financial institutions executives are measured

according to the financial performance of their business units and the matrices. This drove poor behaviours in leaders and teams.

Research in rewards and remuneration found that inappropriate reward and incentive processes was a significant contributor of poor relationships (Kotter and Cohen, as cited in Khan et al., 2017). Studies have identified that if behavioural changes were incentivised by appropriate rewards, this would facilitate better team processes of connectedness, collaboration and engagement (Khan et al., 2017; Kuntz et al., 2016). Employee engagement has been well studied with regard to employee satisfaction and performance (Kuntz et al., 2016; Khan et al., 2017) and the findings have been that employees who feel valued and fairly compensated and rewarded for their performance are better engaged in organization and team processes (Khan et al., 2017). Studies done in mergers and acquisition found that well compensated financial (monetary) and non-financial (career development, promotions etc.) rewards attracted top managers and retained key talent (Khan et al., 2017). In this study business units that brought in the largest income i.e. retail banking had more issues than wealth as a business units which brought in lower incomes. This study identified an urgency for organisations in the financial sector to find alternative tools to measure performance and rewards to facilitate collaboration, connectedness, engagement and cohesiveness and hence resilience. The study strongly suggested that presently banking sector employees are not incentivised to collaborate. Suggestions made included rewarding collaborative behaviour and evaluating other measure like, for example staff turnover of customer satisfaction.

Team processes and resilience
Research on team processes is scarce (Carmeli et al., 2013). This study discusses four team processes (connectivity, engagement, collaboration and cohesiveness) and the factors influencing these processes thus expanding upper echelon theory.

Connectivity and resilience
A key finding related to connectivity was the importance of relationship building within the team and the organisation. Studies found that the close relationship during crisis was a protective factor that strengthened resilience (Beardslee, 1998). Resilience studies established that resilience can be built through the sharing of decision making and the building of networks within an organization to support each other

(Nishikawa, 2006). Evidence has shown that improving formal relationship which result from rules and regulations, and informal relationships (e.g. trust) facilitates business units to react in the organization to crisis (Nishikawa, 2006; Marion & Uhl-Bien, 2001; Ostrom & Walker, 2003; Tasic et al., 2019). This study identified relationship building as an important component of connectivity and that relationship building should extend to other business units and across the organisation. This study found that relationship building improved the resources and capabilities which could be used in a crisis.

In this study, another key factor that contributed to connectivity was the creation of psychological safety for teams where trust was an important pre requisite. Studies also found that strong connectivity in teams led to high positivity which in turn leads to greater emotional safety, where there is freedom to explore opportunities, allowing people to engage with less defensiveness and have constructive strategic discussions (Losada & Heaphy, 2004; Edmonson, 2003; Carmeli et al., 2013). Trust was identified as an important feature that allowed for the faster transfer of these resources and hence improved decision making (Tasic et al., 2019). Trust, respect and empathy were described as an integral part of the team being able to integrate and form relationships. This study found that when leaders trusted their team and allowed them to take risks that boosted confidence in team members and allowed for entrepreneurial behaviours and the openness to try new ideas. Trust was found to create an environment which facilitated honest, robust discussions and as one leader eloquently put it "fight with love".

Prominent resilience researchers have identified external factors like the presence of positive relationships and support from within and external to the organization as facilitating the organisation's ability to adapt and change to adversity (Ledesma, 2014; O'Leary,1998; Carmeli et.al., 2013; Beardslee, 1989; Bonanno, 2004). Many executives in this study also spoke about their positive family and friends' relationships that contributed to their resilience.

Additional factors that influenced connectivity was the importance of a common vision, purpose and goal of the organisation to build TMT resilience. one of the key processes that Richardson (2002) found that reaffirming the organisation's values is important (Richardson, 2002). This study confirmed this finding and highlighted the

need for teams to focus on the broader goal of the organisation and a shift away from the narrow divisional goals. This study also stressed on the building of a camaraderie spirit through the common vision and goals as this enhanced connectivity.

Engagement and resilience

There are two significant factors that influenced engagement. The first factor being communication and the second factor being culture. A new finding in this study showed the interplay of sub cultures impacting on resilience.

Resilience researchers highlighted resilience as a "communicative process" (p. 1) which mobilises organisations to act and involves the team process of engagement (Buzzanell, 2010, p.1; Rodriguez-Sanchez & Vera Perea., 2015). Engagement requires the skill of communication and the better this practiced in the team the more resilient a team is (Richardson, 2002). There was reaffirmation of the importance communication with the skills of active listening, the leader stepping in and facilitating discussions, helping resolve conflicts, holding people accountable, and steering difficult conversations in this study. Executives also warned of the problem with collective accountability in teams which resulted in individuals not taking ownership of their mistakes and complacency occurring.

The above communication skills facilitated the process for an engagement to try to understanding the crisis, consider resources at their disposal and gain many view so that the crisis is seen through different perspectives (Richardson, 2002). This study strongly agreed that engagement was a important team process as it identified blind spots of leaders, allowed for the challenging of decisions and the expression of different views facilitated robust discussions. The study confirmed the benefits of psychological safety when employees would be more likely to ask for help, quieter voices in room could be engaged and crucial conversations could be addressed.

The second integral factor identified was organisational culture in engagement as a team process. The two cultures proposed were a growth mind set culture and an entrepreneurial culture. Prominent researcher Dweck, whose work on implicit theory of psychology of individuals with a growth mind set, found these individuals to be more resilient because they are open to new ideas and change (Dweck, 2016; Kuntz et al., 2016) and embrace learning and growth. Individuals with growth mindsets are

able to do introspection on their own potential and identity by having an alternate view of their failures and adversity (Ishak & Williams, 2018; Koronis & Ponis, 2018; Kuntz et al., 2016). Dweck's work has been broaden to view organisations as having fixed and growth mindsets (Isak & Williams, 2018) and this impacts on the resilience of organisations. This study reiterated the findings of a growth mind set where there was growth and learning from failures. The findings in this study stressed that failures built character, and protect organisations for the future.

Entrepreneurial cultures were found to build teams that were more resilient (Blatt, 2009). Studies found that organisations with supportive cultures like "performance feedback" (Bakker & Demerouti, 2008, p. 24), diverse skill set, "independence" (Bakker & Demerouti, 2008, p.24), and learning cultures equip employees with better resources and capabilities which facilitate resilience (Bakker & Demerouti, 2008; Kuntz et al., 2016; Dweck, 2016). Supportive environments found employees to be more innovative, being accountable, autonomous decision making, thinking about new ways to tackle environmental challenges, which led to better organisational outcomes (Kuntz et al., 2016). This study reaffirmed the importance of the culture of an organisation in creating supportive working environments and entrepreneurial cultures. These cultures allow for stronger engagement of team members. This study highlighted the need for leaders to drive and promote entrepreneurial behaviour by leading by example. The study confirmed the importance of team members having freedom to explore within boundaries.

A new finding in this study was the role of sub cultures within the business units which had a negative influence on engagement. This was evident in the financial sector with differences seen between wealth and retails business units. This study highlighted a further contrast in cultures between healthcare organisations and financial organisations. This was attributed to individuals in healthcare being driven by a very altruistic sense of self in-spite a capitalistic approach to business. There still is a greater purpose of the patient and this supersedes. This finding resulted in more emotional connectedness in healthcare teams and contrasted to financial teams where there is more capitalistic approach.

Additional factors that encouraged engagement were the high energy and enthusiastic team environment. Studies examining teams found team members who

were excited with high energy and showed "mental resilience" (Toscano et al., 2018; Bakker & Demerouti, 2008, p. 24), were able to invest time and effort into decision making within the team (Toscano et al., 2018; Bakker & Demerouti, 2008). This was because of employees feeling valued, enthusiastic, engrossed and challenged in their work environment (Bakker & Demerouti, 2008). This was confirmed in this study.

Collaboration and resilience

Some of the organisations in this study functioned as business units or divisions within the broader organisation. This allowed for a rich discussion on how theses business units exercised collaboration within their organisation. The key findings that facilitated collaboration were highlighted as the inter- and intra-relationships in organization, and organisational structure.

In general systems theory, organisations are analysed in a multi-layered approach rather than through a single layer view which reaffirms the need to acknowledge the interconnected relationship between the levels. Studies have shown that TMT have preferred collaboration and the sharing of information extensively over competitiveness in TMT (Eisenhardt, 1999). Studies exemplified the need for strong interdependencies within organisations (Tasic et al., 2019). In this study this inter-relationship seemed to be lacking in financial sector and it was described as "Frankenstein, not knowing the left arm from the right". Financial organisations in this study functioned very independently of each other with little collaboration. And this was seen as a disadvantage in resilience. Executives in this study described the need for the partnering between departments to facilitate successful completion of project and this highlighted the power of collaboration. Collaboration within TMT was identified as being an asset when faced with adversity in this study. The study brought forward a counter argument for too much collaboration. There was a fear in this study that too much collaboration slowed down processes and decision making therefore executives felt there has to be balance.

The more complex an organization is the more difficult the ability to be agile and adapt to changes (Sutcliffe & Vogus, 2007). Some studies have suggested agility and adaptability could be achieved through flattening of organisational structures, implementing matrix structures in organisations and changing organisational culture

(Tasic et al., 2019). These were found to enhance the informal relationships in organisations (Tasic et al., 2019). Flattened structures had less restrictions and hence assisted with agility (Tasic et al., 2019). In this study the banking institutions with its hierarchical and multiple layered structure had greater difficulty with collaboration than the more flattened healthcare sector thus confirming the above studies.

Bureaucracy and the red tape were found to impede agility and change in this study. The two structural changes in this study that built resilience where identified as flattened structures or decentralisation of the business. This study suggested flattening of the business structure of organisations as this allowed for easier access to the TMT and reduced the time taken to make decisions. The flattened structures were seen as allowing for fluidity for change in this study. Some executives felt there could be an argument for hierarchical structure. This study highlighted that hierarchical structures could work, if the TMT drove the appropriate culture and mission from the top down the organisation. The support for hierarchical structures was a fear of resultant loss of talent, as some individuals are driven by the need to progress in companies. With the opportunities of climbing up the corporate structure being removed in flat structures, executives may be more inclined to join other organisations. In this study decentralisation in organisations was seen as allowing for greater autonomy, agility, flexibility and speed to respond to changes.

An additional two features that increased team collaboration were team adaptability and team reflection. "Adaptive resilience" described teams with team members that embrace change and adapted (Ishak & Williams, 2018, p. 192). Adversity can be described as part of the life cycle and learning which facilitates growth for an organization rather than a return to normalcy (Ishak & Williams, 2018; Koronis & Ponis, 2018). The response of organisations to adversity can be viewed as the "life cycles of social ordering" (p.41) thus focusing on one of the mechanisms of social ordering i.e. communication and how this was used to facilitate change when reacting to disruptions in the environment (Chewning & Doerfel, 2013). This study strongly recommended that to build collaboration, leaders need to be instrumental in taking their team on the journey and decision making and if the change can be viewed as a life cycle change rather than a crisis by the leader, then the chance of the team being able to recover or accept the change will be greater.

Studies on team reflection described the need for "cognitive acts such as thinking, contemplation, meditation, and any other form of attentive consideration, in order to make sense of them, and to make contextually appropriate changes if required" (Taylor, as citied in McCray et al., 2016, p. 9). The benefit of reflection are the learnings that can take place and the possibility of new approaches that could arise to enhance performance of the organization (Edmonson, 2002; McCray et al., 2016). In the field of organisational communication team reflection was necessary in high reliability organisations (HRO) as the analysis of their errors in HRO prevented future recurrences and it enabled learning of lessons from the crisis (Weick & Sutcliffe, 2011; Dweck, 2016; Richardson, 2002; Buzzanell, 2010; Chewning et al., 2013; Ishak & Williams, 2018). This was found to be of particular relevance in the healthcare and banking (Kim & Miner, 2007) industries which were identified as HRO. This speaks directly to the cohort of this study sample reaffirming the need for reflection. This study confirmed team reflection facilitated the in depth analysis of the situation and the process of decision making in the TMT. This study recognised the refection as learning and better preparedness for the future. This was seen as important to enhance resilience.

Resilience research highlighted the importance of diversity of the TMT and found that diversity within a team allowed for the challenging of the status quo (Richards, 2003). This allowed for a new way of doing things (Richards, 2003). Resilience in organisations can be developed when key employees build their capabilities and their collective ability i.e. combination of their thinking and behaviour at an organisational level, and can respond to adversity (Lengnick-Hall et al., 2011; Bakker, 2008; Rodriguez-Sanchez and Vera Perea, 2015). Inter-professional teams through the interaction of the team members with diverse skill set, the engagement, team reflection, team feedback, team education and critical appraisal of their own knowledge as well as the team members, learn from each other all enhance team resilience (Wilson & Pirrie, 2000). Team efficacy is the "task specific" (McCray et al., 2016, p. 819) abilities of a team whereas team potency refers the team's capability in a larger context of the work environment and this creates greater team resilience (Gibson, as cited in Gully, 2002; Wilson & Pirrie, 2000). In studies of inter-professional teams, members viewed their team discussions as a beneficial platform to challenge, learn, assess and evaluate difficulties (McCray et al., 2016).

This study confirmed that diversity in terms of both demographic and skills diversity improved collaboration as it resulted in analysis of the situation from different perspectives and increased comprehensiveness of the decision making. There was a suggestion that there was a need to increase the number of female leaders in TMT as females had the asset of greater emotional intelligence and therefore analysed crisis through different lenses. Executives felt this had a greater impact on team resilience. This study recognised the importance of individual team members understanding team member roles and how the team could work as a collaborative unit.

Cohesiveness and resilience

Studies on cohesiveness of team are rooted from social identity theory which states that individuals will identify with their teams and relate to the values and norms of the teams and have similar behaviours and cognition beliefs to team members (Tajfel & Turner, 1985). In team resilience, team members have to change their focus from viewing the impact of the crisis on themselves but rather to the impact on teams. An inward focus influences team cohesion, differing goals, team togetherness and how the team succeeds (Johnson & Johnson, 2005). When an inward focus is adopted, maladaptive behaviours like lack of communication, conflict with team members, dissatisfaction in the team and change in team dynamics occur (West et al., 2009; Rook et al., 2016). Teams that have good relationship and open communication are able to face adversity and overcome it easier (West et al., 2009). The concept collective efficacy which speaks to social groups having the sense that they are safer in a group, is beneficial to overcome adversity (Bandura, 1997). This study focused on the factors that impacted cohesion.

This study strongly affirms two crucial factors i.e. a culture of blaming and dysfunctional behaviours that impacted negatively on cohesiveness. Team members with narcissistic traits i.e. big egos, aggressive behaviours, bullying tactics and creating factions within the team impacted negatively on the team dynamics and broke relationships within the team. This study confirmed cohesiveness as an integral part of resilience building due to the support and closeness of the team. Team composition and fit of team members with the company values, and mission were identified in this study as integral factors that built cohesion. The importance of

addressing team members who caused team splitting with their own agendas was highlighted as important and the prompt appropriate action to deal with these individuals was recommended. This study found a blaming culture within TMT caused disintegration in team cohesion, and destroyed individuals in the process.

Studies done on other factors that affect cohesiveness, found that the size of a group and the maturity of the group affected cohesion (Mullen et al., 1994; West et al., 2009). Size of the group affected components of the group like social projection effects, heterogeneity effects, and cognitive bias (Mullen et al., 1994). Larger groups tended to be more divided, perform less effectively and allowed for lesser participation (Mullen et al., 1994). Mature team who worked longer together and developed closer relationships, were more cohesive (West et al., 2009). Both team size and maturity of team were confirmed as affecting cohesiveness in this study. This study found that more robust discussions were achieved in smaller teams. In this study the healthcare TMT with smaller numbers of executives were more cohesive than the financial sector TMT. Mature teams were able to have more open critical discussions and this resulted in better decision making in this study. Executives in this study described mature teams with strong leadership were able to withstand strategic challenges. Executives contrasted this to immature teams who were in the phase of developing their team dynamic. Team were still in the process of amalgamation of people from different organisations and with different expertise and the trust needed to be developed.

Decision making in adversity

From the evidence seen earlier in this study and research on team resilience, there is evidence that adversity changes team processes which impacts on a team's decision making ability. This study set out to examine the changes in decision making during adversity. Decision making involves individuals in the team to test their own cognitive bias and allow for the openness of exploring the new views (Richards, 2003).

Comprehensive decision making is an intensive process of robustly analysing an issue and then making a decision, reduces risk and reinforces the commitment to the strategic choice and this ultimately improves the organisational performance (Janis & Mann, 1977; Christensen & Fjermestad,1997 as cited in Carmeli et al, 2013).

Studies have found the more connected TMT were, the more strategic decision comprehensiveness became as these TMT had the capacity to reframe crisis, critically appraise situations with the vast information provided and react with agility (Carmeli et al., 2013). In the Carmeli et al. (2013) study connectivity as a team process was examined and its impact on decision making. Connectivity allowed for "openness" (p.149) in the team and "generativity" i.e. learning and discovery of new insights (Carmeli et al., 2013, p. 149). This openness further facilitated more comprehensive decision making with TMT (Carmeli et al., 2013). Studies have also found cohesiveness influences decision making (Stewart, as cited in Mullen, 1994). This is of particular relevance when considering resilience in TMT impacts on decision making (Mullen et al., 1994). This study clearly agreed that comprehensive decision making was crucial for resilience in TMT. There was definitely a strong sense of comprehensive decision making present in the healthcare business sectors and this was possibly due to the more flattened organization structure as opposed to the hierarchical structure of financial business.

Consensual decision-making occurs when there is a discussion from all team members and from that discussion, an acceptable decision is made (Toscano et al., 2018). This study found consensual decision making occurring in the healthcare sector and the insurance organisations during adversity. There was evidence of equal voices participating in the discussion and an agreement then reached on the decision. The banking sector unfortunately showed less consensual decision making and this could be attributed to the many big egos of leaders, siloed business approaches and the current rewards and remuneration systems.

A new finding in the study, saw risk averse decision making in the healthcare industry during adversity due to the nature of their decision. Being HRO where decision making had a direct impact on patient care, decision making erred to the more conservative risk averse strategies. The study also identified factors that contributed to the risk appetite. Executives described that risk was determined by the leader's risk appetite which was based on their background, experience, position and future plans for the organization. Other factors that determined risk appetite in this study were the stakes at risk of the decision. The country of origin and the culture of the organization also influenced the appetite for risk. Executives found European organisations were more risk averse in their decision making.

Factors that contribute to leader, team and organisation resilience

Resilience research identifies an interesting debate on the what builds resilience in organisations. Some researcher view resilience building from either a bottom up view or a top down view (McCray et al., 2016). The bottom up view believes that organisations employ leaders with strong resilient leader traits and these traits become the human capital and resource which is then used by the organization (Peterson et al., 2003). Together with knowledge and skills of the individual leader, capabilities are present that build organisational resilience. This is in contrast to the top down view where organisations through skills training (Youssef & Luthans, 2007) and risk reduction strategies (McCray et al., 2016) and improvement in leaders where individuals are able to build resilience (Masten et al., 2004). This dilemma was explored further in this study. The focus of the study initially examined the individual leader qualities of resilience and team processes and resilience. After recognizing some of the factors impacting on resilience, the ensuing discussion was around the factors that executives identified that helped them build their resilience. This study suggested that building leader resilience were skills training, mentorship programs and executive coaching. At an organisational level, organisational foresight, organisational structure, organisational culture and diversity of the TMT were recognized as contributing to resilience building.

Skills training, mentorship and executive coaching at an individual level

Prominent scholars Youssef and Luthans (2007) have found that resilience can be developed in individuals particularly commenting on mentorship as building resilient leaders improvement in the way managers viewed their jobs and purpose (Luthans et al., 2006; McCray et al., 2016, p. 459). Some of the training in organisations has been "hardiness training" and individual resilience training. There have been differing opinions on whether the method of training employees outside of the work in the form of seminars is of value and the measure of transferability to the business context has been questioned (Kuntz et al., 2016). Some authors expressed their opinion of training taking place in a business as usual day or crisis (Kuntz et al., 2016; McCray et al., 2016; Cutter, 2008). Authors are also proposing a move to focus on team resilience training rather than individual training (Kayes et al., 2005). This study identified the need for soft skills training for leaders, mentorship programs and executive coaching to build emotional intelligence of executives which are critical

skills for resilience however the study failed to highlight team training. This study executives described these training already in place at executive level in most organisations. The format of training is however in the form of seminars away from work.

Skills training at an organisational level

Organisational learning identifies five important aspects i.e. "systems thinking, personal mastery, mental models, building a shared vision and team learning" (Senge, as cited in McCray et al., 2016, p. 1138). Team mindfulness and team reflection are seen as critical processes in resilience (Weick & Sutcliffe, 2001). Studies have found that positive team cognitions that improve behaviours, motivation and productivity within teams (DeChurch & Mesmer-Magnus, 2010). Resilience can be built with organisations having structures in place that constructively address negative critical events, learning points and future changes, reduce risk, to prevent recurrences, protect financial and human resources and reputation (Greene et al., as cited in Ledesma, 2014; Koronis & Ponis, 2018). Despite the newer approaches and change of focus on team learning, the results from this study found organization focused only on the individual rather than the team. This was not in keeping with the above studies.

Organisational foresight

Strategic resilience is defined as a changing process which consists of finding of solutions, preparedness for the future with innovative solutions (Morais-Storz et al., 2018; Kuntz et al., 2016; Koronis & Ponis, 2018). Studies have commented on TMT being visionary and considering how the company can move in the forward direction and how the team can assist with this evolution (Morais-Storz et al., 2018). Additional to team processes this study identified both organisational and leader foresight as a means to build resilience. This study confirmed the research findings that foresight led to better preparedness and early recognition of adversity. This study found that organisations need to can be proactive rather than reactive. Executives raised concerns about organisations with rigid protocols, as this was seen as negatively influencing flexibility and adaptability. This study also highlighted that organisations with strong legacy were also recognized as impeding and stifling resilience. The financial sector was faced with legacy as a stumbling block to resilience.

Organisational culture

Employees find themselves within organisations with different cultures. Studies in human capital and positive organisational behaviour (POB) found that when organisations focused on strengths of employees, and building on an individual's positive psychological state this led to resilience in organisations (Luthans et al., 2006;Youseff & Luthans, 2007). This study recommended that organisations and leaders should focus on the human capital as one of the most important resources in resilience. The study highlighted entrepreneurial cultures facilitated resilience by allowing for exploration of new ideas and learning from failures.

Multi-national constraints

A new finding in this study revealed a discussion about multi-nationals organisations and resilience. There were four of the healthcare organisations that were multi-national therefore a discussion around the parent-subsidiary relationship in resilience was explored. Many of the executives interviewed had experience working in multi-national organisations. The executives were able to add in-depth insights into resilience in organisations.

In this study, cultural differences between parent and local organisation was prominently seen as impacting on resilience by changing the engagement of TMT. There was however a counter argument that the country of origin of the parent organisation could not solely account for the culture setting of organisations as leaders had a great role to play. Leaders had vast experience working abroad and this could influence the culture they create in organisations. Masculinity versus femininity differences in culture also contributed to TMT dynamics especially in Eastern multi-nationals where male dominance reigns. In Eastern cultures the team discussions always ended with the male executive having the last word. This was in contrast to the recommendation in the South African context where there was a call for increasing female presence in TMT. This study also found cultural differences contributed to the lack of understanding of the environmental contexts.

In this study, control by the multi-national organization reduced agility and impact negatively on engagement and resilience in TMT. Multi-national organisations with extensive protocols, structures and processes that governed decision making lead to frustration, lack of flexibility and lack of agility during adversity. The multiple layers

of bureaucracy and over consultation that came with working with multi-nationals slowed down the response time to change and adapt.

This study found issues with multi-nationals having a global strategy that was misaligned with the local environment of business. The study raised the need for multi-nationals to consider differing strategies suitable for the particular business taking the local markets, legislation and context into consideration. This was seen as a way to improve agility and adaptability. Multi-national organisations were also found to be disconnected from parent company and this was seen as impacting resilience. one executive described his organisations as resorting to trying to build their own resilience and protect themselves locally. The healthcare sector businesses in South Africa faced the challenges of socio-economic situations, legislation and private versus state facilities and funders which were difficult for the multi-national organisation to conceptualise and react to. The impact of multi-national organisations and resilience is an area for future research.

CHAPTER 7 CONCLUSION

Principal findings

Research question one in this study explored the determining qualities of leaders that build resilience. Research question two aimed to examine changes in team dynamics during adversity. The third research question explored the factors that impacted on team processes and resilience in TMT. Research question four examined decision making strategies in adversity. Research question five enquired about the external factors that build leader and TMT resilience.

In answering question one this study confirmed the importance of emotional intelligence as an integral attribute of leaders and confirmed the findings of Masten (2001) and Bonanno (2004). This study found hardiness as an asset in a leader especially in times of adversity therefore confirming the finding of Bonanno (2004). The study elaborated that when leaders were hard, they were less distracted by the noise around them and able to focus only on the crisis hence building resilience. This study executives advocated for hardness towards a situation and firmly disagreed with hardness towards people. This study strongly found that hardness as defined by a lack of empathy towards people did not build resilience. Narcissistic traits like arrogance and self enhancement (Bonanno, 2004; De Vries, 2012) were strongly found to have no place in resilience qualities of a leader in this study.

Research question two in this study revealed maladaptive behaviours like withdrawal, silence, blaming culture, and bullying tactics from narcissistic leaders, which were seen during adversity. Lack of trust and psychological safety contributed to disengagement in adversity (Koronis & Ponis, 2018). Another important driver of disengagement and poor collaboration was the siloed approach of business units within organisations (Elkington & Breen, 2015; Khan et al., 2017). A crucial criticism that executives expressed was the rewards and remuneration packages of executives that encouraged the siloed approach to business as it was target driven (Khan et al., 2017; Kuntz et al., 2016). Executives were measured on the bottom line of their business units. This study identified organisations not incentivising collaboration (Eisenhardt, 1999).

Through answering question three this study added to TMT process research by offering new insights into team processes of connectivity, engagement, collaboration, and cohesiveness and their positive impact on team resilience. theses finding broaden the understanding of team processes in Upper echelon theory. The key factors that improved connectivity in a team were the building of relationships, trust, respect, empathy, motivation and having a common vision and mission. The study found that connected team facilitated the team resilience (Carmeli et al., 2013). Engagement within teams were enhanced when there was honesty, integrity, accountability, and when team could have crucial conversation (Ishak & Williams, 2018). The leader presence decisiveness was found to contribute to engagement by guiding the team. Organisational cultures that supported entrepreneurial behaviours and growth mind sets were found to be integral in supporting engagement (Dweck, 2016; Bakker, 2008; Kuntz et al., 2016). The study found that factors that improved team collaboration were diversity in the team, the ability for teams to be reflective and adaptable and lastly identifying team members who promoted division in the team. Cohesiveness as a team was enhanced when the teams were smaller in size, more mature and when team members fitted into the organisation (Mullen et al., 1994; West et al., 2009).

In answering question four added new insights on decision making in adversity. The evidence from this study showed that team resilience impacted on decision making during adversity. There was more openness to new ideas and change in resilient teams (Carmeli et al., 2013). Engaged, connected and collaborative teams approached decision making comprehensively allowing for all members to be a part of the detailed analysis of the situation (Carmeli et al., 2013). The healthcare business sector practices comprehensive decision making as compared to the financial business sector and this was driven by the impacts of the performance measures as well their remuneration and rewards incentives. Consensual decision was clearly evident in the healthcare industries (Toscano et al., 2018) however this industry was also more risk averse in their decision-making strategies due to the concerns of the patient. Risk averse decision making was influenced by the leader of the organisation and the culture of the organisation.

In answering question five key organisational structural changes that could enhance build leaders were found to be organisational foresight (Morais-Storz et al., 2018),

organisational cultures that promoted entrepreneurial thinking, diversity in TMT, and the rewarding of executives collaborative behaviours in organisations (Bakker et al., 2008). Leaders expressed the importance of mentorship, soft skills training and executive coaching in their development of resilience (Youssef & Luthans, 2007). Organisations should focus on team resilience and team reflection in building resilience (Weick & Sutcliffe, 2001). This study unfortunately failed to show this crucial finding. There was no emphasis on team resilience training in this study. The focus instead was at the level of the individual.

A new finding in this study was the negative impact of multi-national organisations and resilience. The study showed that engagement was impaired due to cultural differences between the multi-national and subsidiary, the lack of control by the subsidiary companies which lead to a lack of agility and slowing down of reaction time to adversity. Another important finding was the negative impact that multi-nationals had on connectivity. There was evidence that there was a differing of goals, disconnect from head office and a lack of understanding and appreciation of the local environment of business. This led to strategies and decision making that did not suit the subsidiary companies during adversity.

Recommendations to business

The approach to building resilience in organisation can be "proactive" p9 approach that through organisational foresight preventative and risk reducing measures are in place for resilience (Luthans et al., 2006). This study identified suggested one of ways for an organisation to achieve this, is to focus on the creating an organisational culture that supports entrepreneurial and growth mind set cultures. In this study executives in TMT expressed the need for organisations to create these learning cultures that are supportive and encouraging so that employees are given the opportunity to explore and innovate. This study found that resilience requires flexibility, adaptability, openness to new ideas and change and this can only take place if the culture of the organisation allows for it. Trust and psychological safety are also integral in building resiliency that this study confirmed. This study suggested that the support of friends and family contribute to leader resilience. This in keeping with other studies that reiterated the presence of family and friends support and building of networks within the organisation, will reduce the risk of decompensation during adversity (Luthans et al., 2006).

Organisations need to build on their resources, assets and capabilities in preparation for adversity (Luthans et al., 2006). Human capital is an important key resource in resilience. an important way to influence and enhance human capital can be through Positive organisational behaviour (POB) which was found to build resilience in organisations (Youssef & Luthans, 2007). Organisations should focus on training sessions to promote "positive psychological resource capabilities" (Youssef & Luthans, 2007, p. 797). This involves the promoting "hope" "setting of goals with realistic pathways", focusing on positive results and preparing for challenges (Youssef and Luthans, 2007, p. 797). Training and development of different skills and educating employees can also enable resilience (Luthans et al., 2006).

A "process focused strategy relies on the cognitive abilities of employees" (Luthans et al., 2006, p. 9). Emotional intelligence was a very important attribute to resilience. mentorship and executive coaching are two supportive strategies that can build emotional intelligence. Mentorship and executive coaching encourages and allows for the building of self-awareness and self-reflection (McCray et al., 2016). Soft skills training is also an important component for an executive to develop the skills to engage with members within the organisation.

This study highlighted the drive for a team approach to building resilience. Focus should be on team learning and team reflection. This would involve the unpacking of the crises as they occurred, analysing and evaluating the situation as a team and taking the key findings as learning. There needs to be a greater focus on relationship building both intra-relationship in teams as well as inter-relationships between business units in organisations. Relationship were a crucial resource that enables connectivity, and engagement in the team decision making especially during adversity. It contributes to openness in decision making and comprehensive decision making. There is evidence in other studies that mindfulness can improve team resilience (McCray et al., 2016). Organisations should facilitate and plan training sessions focusing on team reflection, relationship building, team processes, and evaluation of crisis (McCray et al., 2016). Organisations consist of different departments or business units. Training has to also focus at an inter departmental level where teams are made aware of the support and resources of other

departments. During adversity, the pooling of resources is essential an understanding of the entire business process is needed.

Collaboration in teams was necessary for resilience and during adversity. Organisations are recommended to review the employee performance measures. There should be focus and drive for employees to be measured on the broader objectives of the organisations and a move away from an individualistic business units' target approach. Thus, removing the maladaptive behaviours that encouraged a siloed approach of business units focusing on their own targets. Incentive and rewards can drive or hinder team collaboration therefore there is a recommendation that executives and teams should be reward for collaborative behaviours rather than maladaptive destructive behaviours. This will encourage collaboration and sharing of resources during a crisis.

Diversity in terms of skill set and demography were also seen as a means of building resilience in TMT. There was an identified need for more female members on TMT especially in the financial sector as it was highlighted that there was a need for viewing things from different perspectives.

The discussions around the role of multi-national organisations and resilience found evidence that multi-nationals through their control of subsidiaries, slowed down the pace of change, contributed to inflexibility and lack of agility. The recommendation is for multi-national to allow for more autonomy, flexibility and adaptability to the local context of subsidiaries. The suggestion is that strategy, targets and performance appraisals should be set, based on the organisation's local environment of business.

Limitations

Limitations of this study is that the data was from an individual's personal perspective of their team and organisation. This is subject to the individuals own emotional intelligence and experiences of the world. The may be a fear of describing their organisation negatively and there is the chance of withholding of sensitive information and sharing of information. In depth interviewing is dependent on the dynamics of the interviewee and interviewer and the psychological safety felt to open up on the research question (Marshall & Rossman, 2006). The skills level of the interviewer also is an integral part of the interviewing process as the cohort is of

senior executives in the organisations. Due to busy schedules of senior executives and the interview process being a time-consuming process, the interviewer had to respect the time allocated by the executives.

The researcher is the instrument tool in qualitative research hence the researcher needs to understand boundaries between themselves and the interviewee. Other potential limitations of this study are interviewer and response bias. Interviewer bias occurs when the comments, tone or non-verbal behaviour of the interviewer creates bias in the way that respondents respond to questions. Response bias occurs when respondents may be sensitive to certain themes and therefore choose not to reveal and discuss certain topics which the interviewer may wish to explore (Saunders, Lewis, & Thornhill, 2007). Researchers need to be aware of their own "cultural baggage" (Ungar, 2008, p. 96) and their preconceived ideas during qualitative research.

This study evaluated individuals within a team and the team dynamic. This allowed for view of a single team member and another team member could experience the team very differently. Therefore, a more in depth interview from team members within the same team would have shed more insights into the team dynamics as comparison within the team could be made.

This study sample were from two business sectors i.e. healthcare and financial business sector and within a South African business context hence caution will need to be exercised to generalise the study results (Saunders et al., 2007; Zikmund et al., 2003).

Future research

Research on resilience in TMT is scarce (Hambrick & Mason, 1984). This study focused on an executive's perspective of the team processes. Further research is needed to understanding TMT dynamics and processes (Carpenter et al., 2004). A study design interviewing members of the team and exploring the different perspectives within team members belonging to the same group will add a new dimension to understanding and comparing team processes. This study looked at senior executives in TMT however it would be interesting to see how CEO view their TMT processes and their assessment of the processes and decision making.

This study focused on gaining a general understanding on decision making in adversity. Further studies are needed to explore the different team process constructs and their impact on decision making gaining a better understanding of the relationship between the two variables (Carmeli et al., 2013; Carpenter et al., 2004). This will add to Upper echelon theory research (Hambrick & Mason, 1984).

This study highlights some of the factors that affected team processes of engagement and connectivity in TMT in multi-nationals and their impact on resilience. This study showed the negative impact that multi-nationals had on the subsidiary company resilience. The dynamic of relationship needs further exploration with a view to identifying other factors that influence this relationship.

Resilience in organisations needs greater understanding. Further research can focus on whether TMT are proactive or reactive when faced with adversity. Research on how do TMT reinvent themselves to be more resilient and agile.

CEO at the helm of TMT and how they drive and set culture of organisations (De Vries, 2012). Future studies should focus on how CEO influence team processes and impact resilience. Further to this a more in-depth evaluation of the decision making that then ensues.

This study focused on two business sectors and found differences in team processes and decision-making (Carmeli et al., 2013). Therefore, the results may not be over generalisable (Weick & Sutcliffe, 2001). This study should be replicated to include other business sectors to validate the results.

Conclusion

This study contributes to leader resilience research and upper echelon theory research. the study identified the important leader traits of emotional intelligence and highlighted the trait of hardiness as a significant trait if used in the appropriate context. The study built on the four key processes that impact team resilience and the changes in decision making and team dynamics in adversity. Lastly this study could identify key mechanisms to build leader and team resilience.

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- Integration
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- Skills and orientations or social cognitions
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APPENDIX 2   INTERVIEW GUIDE

1. Demographic data

Industry:

Age:

Level of senior executive:

Years of experience at senior executive level:

Size of TMT:

Gender:

2. Introductory questions

Can you tell me more about your experience in the leadership role? How do you feel about being the [position in company] at [organization]?

3. Research Questions

Research Question 1: What are the internal drivers of that leaders need to possess be resilient?

From your years of experience what are some of the important attributes or qualities a leader should possess to be able to adapt to changes?

Research question 2: how do team dynamics change in adversity?

Have you found a change in team during times of crisis?

Research questions 3: : How can team processes build resilience in organisation?

What are the key factors that build a resilient team?

Research question 4: How does resilience in organization influence decision making?

From your experience working in TMT, does self-doubt or lack of confidence within the team ever occur when faced with challenges?

How does your team respond to adversity, are the team members adaptable, open to new ideas and change?

Do you consider your team as having good engagement and connected during decision making?

How does your team make decisions?

In your view, what are the most critical qualities that teams require to overcome adversity?

Research question 5: What are the external factors that influence resilience in leaders, top management teams and organisations?

As a leader, what support from your external environment i.e. organization, family, stakeholders do you believe can build resilience?

APPENDIX 3   INFORMED CONSENT LETTER

I am required to complete a Research Project as part of my Masters in Business Administration qualification at the Gordon Institute of Business Science and as such are conducting research on Building Resilience in Top management teams in the South African business context. I am trying to explore the internal characteristics of leaders and the external factors that can impact resilience. The study will explore the influence of resilience on top management team decision making. The interview is expected to last about 1 hour. Your participation is voluntary and you can withdraw at any time without penalty. All data will be reported without identifiers and all responses will be treated confidentially. If you have any concerns, please contact my supervisor or myself. Our details are provided below.

Research Supervisor*:*

Anthony Wilson-Prangley

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Researcher name:

Natali Raman   Email: 18309578@mygibs.co.za

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

APPENDIX 4 THEMATIC ANALYSIS OF DATA

Research question 1: What are the determining qualities that leaders should possess to be resilient?		
Theme:	**Sub themes**	**Significant Example**
1. Emotional intelligence (16) (Goleman, 2004)		
a) Self-awareness	Emotional Self- awareness (10) Self-confidence (6) Self-reflection (10)	HC 4"… Everybody responds differently based on your background, how you grew up, your, your world experiences, you know, really test where you are…" HC 7 "…But the most important thing in my experience is actually a solid sense of self -awareness...the self-awareness to be able to, as you are hitting adversity, to be able to unpack it for yourself and figure out what is actually going on, going on externally, going on internally inside of you. And then being able to reconcile the two… " HC3 "…, we talk about it that's quite old enough, is emotion intelligence is the leader you need to, I understand, you know, how you manage yourself, you know, you know, what are your sort of like, uh, attributes as a leader and you know, how does it come out? Positivity or negativity. What are your, you know, your rough edges, what are your blind spots? And I think that's the other part. Your awareness…" FIN 8"… And he was talking about this concept of renewal where every day at the end of the day when I go home, I'll be asking myself or doubting myself or questioning whether that conversation, could it been better did I make the right decision? Did I leave that person feel on top of the world or did I leave them deflated…" HC 2"… I often try to ponder and reflect. Uh, you know, I think it's important that I do that. I don't do it often enough. Uh, but I do try and inculcate that into my, uh, DNA, you know, I haven't been particularly good at it…" FIN 4"…I was one of the only females at one point at the Ex-co, you know, the financing exco. Um, so I think, I think one, it's the makeup of you as a person. I've never seen it as nobody's listening to me in exco, cause I make them listen to me, you know, so it's the conversations that you have. So I'm not one of those typical females that likes the sound of my voice. So when I do speak the exco knows I've got something that they need to listen to, you know, so I think it is, and the confidence of my subject that's actually helped. HC 7"… you have to have some degree of confidence, you know, to be able to engage, um, healthily with the world. Otherwise also you constantly, the leaders seeks affirmation from the external environment, which is fine to some degree, but like, um, not at the cost of also knowing, well, I know what's right. I'm confident that I know what's right and I'm going to do it. It doesn't matter if I face resistance. HC 8"… think self-belief and confidence are important qualities of leaders particularly at a time where the team may feel threatened or is wobbling a time of severe change. It is equally important to sometimes question your fundamental being, the team's strategy and the teams direction and rationale because that does lead to insights that you may otherwise miss a team that is arrogantly confident in the self-belief that everything they doing is directionally correct. It's definitely going to get
b) Social skills	Listening Respect Patience	
c) Empathy	Empathy (13)	FIN 5 aptly describes "…first of all led from the heart and what that means from my perspective is basically to put people at the centre at what you do. Not performance, not numbers, right? I say leading from the heart it speaks directly to empathy to the quality is just empathy, being able to, to, to understand people, being able to understand where people are coming from so that you can um, you know, treat people they way they want to take, not the way that you want to treat them..." HC8 expressed"'… Um, but at the same time has empathy for the team when, when this change arises because not everybody is, change ready and you sometimes you need to guide and cajoling team through a change journey…"

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Research question 1: What are the determining qualities that leaders should possess to be resilient?		
Theme:	**Sub themes**	**Significant Example**
d) Self-regulation	Adaptable (7) Flexibility (7)and Agility (6) Honesty and integrity(6) Tenacity and perseveration (6) Openness (9) Humility (4)	HC8"… . The ability to be structured yet to be prepared to constantly change a structure, so it's unstructured structure. Lack of structure, teams don't respond well to, but rapid change. If you can create structure around that change, teams tend to respond very well to, um, in our environment …" HC 8 "… Somebody who is highly flexible, not rigid, all compassionate and caring, readily malleable and changeable. Um, but at the same time has empathy for the team when, when this change arises because not everybody is, change ready and you sometimes you need to guide and cajoling team through a change journey…" HC3"… flexibility, Resilience is about being flexible, being adaptable, being agile and being able to sort of like, you know, bounce back for lack of a better word from any sort of adversity…" HC 6"… It's your job to hold them accountable to that, but at the same time give them the space to try things differently. Um. And the, the one thing we still try to encourage over here is for people to take more risks. And I think we getting through this whole agility shift at the moment has shifted to these agile ways of working. Agility. I think role modelling is important and you have, have a set of leadership who are comfortable with unknown. We don't really know if it's going to work out, but change and try it from small steps…" HC6 "…open mindset, you know, so be open to hearing different ideas and giving them a chance. Because I think what I also learnt is if you give your position, if somebody comes with a great idea and you off the bat, give your opinion to it, you can kind of de-value that idea…" HC 5"… If you're not open-minded, you've got no chance. Um, I think the other thing to my mind is you need to almost welcome challenge. So in other words, I do not want to surround myself with the yes people cause that's a waste of time. Um, so if I reflect on me, um, I can be persuaded. So if I might say, have a, a view on something and, and we working in a team or I'm working one on one, if somebody can convince me otherwise I can change my mind. .." FIN 6"… Uh, if you, if you arrogant, you know, so I think humbleness is a, is a big thing because, and don't, you know, I think Egos, executive egos are the one of the biggest downfalls of corporate leadership failures as results in most of them. Cause people just don't hear, they don't see that they believe they are the cleverest person in the room…" FIN 8 "… And just to have the tenacity to push through with what I was saying until we actually managed to get the change in order to make those breakthroughs. That was the first, the first piece that required a lot of resilience just to keep pushing for what it is that you believe is the better way despite people not jumping behind the same objective…" HC 2"… And uh, you know, he always says to quote him to, you know, "to rest is to rust". And I think he talks to being resilient and being tenacious…"
e) Self -motivation	Self-motivation (7)	HC 7"…pattern recognition is critical for resilience. And that would be the sense that once you have an example of a pattern. So I'm coming up against adversity. I don't know what the answer is. I'm faced with a problem where I'm totally unsure if I can look back and say every time in the last 15 years, I haven't been faced with a problem I didn't know the answer to. I found the answer. Okay, then I'm here in this moment .." HC8 "…I think successful leaders who are change ready, have low ego, very low ego, high intellectual capability, and high emotional maturity. To be able to consider a change with an open mind, internalise it, mobilise a team around it, get a consensus view of where the direction needs appropriate and what needs to be reorganized in order to accommodate that change and then motivate and inspire people around that change…."
2. Hardiness (6) (Bonanno ,2004)	Hardiness	HC 6"… I think that there is space for, for Hardness in, you know, we work in a very regulated industry and patient safety is key, And so if you're doing things which could potentially put that at risk, or you can put the reputation of the company at risk or it's something which is not speaking to integrity, then hardness. It absolutely 100% as a place… You'd be hard maybe on situations or facts. So yeah, if, if there's a relationship something like that and there's no

Research question 1: What are the determining qualities that leaders should possess to be resilient?		
Theme:	**Sub themes**	**Significant Example**
		reason to be hard, then I don't think a leader would, that wouldn't create a culture of trust, which we trying to build acting in that way…" HC 7"… many narcissistic leaders are exceptionally effective. I think it is can they are, they are ploughing on in a particular direction and they don't care…They're not slowed by the noise around them… the ability to be able to prioritize and say, I care about this feedback and I don't care about that feedback ... Um, and so the ability to let some stuff bounce off you I think is critical… you know, experiencing fully in a sensitive way, everything around you I think can slow you down and be overwhelming…" FIN 8"…I'm so determined that this is the size of the prize and this is what we're actually hitting to do and call that hardness, then all these painful experiences that we incur along the way, all worth it in the longer scheme because what we're trying to achieve is just, yeah. don't let that detract You know, just, just move on and get on with it… let's move on. You know, and that determination, um, is definitely a part of what you would need…"
3. Narcissistic traits (De Vries, 2012)		
	Hardness	FIN 7"… m, so I don't think this hardness, maybe towards the situation, but not the hardness towards people, whether it be your clients or your staff. I mean it can't be because you operate as a team. Yeah. I suppose sometimes what people's argument is , you know, when you have to make that final decision and look the hardness can be towards external threats facing the company then you still rally your team to say, listen, we've, we facing adversity now, um, in this shape and form…" FIN 6 "…Okay, hardness terrible. If you're not a leader with empathy, Sometimes you have to be hard. But in a situation on a specific topic with a specific individual, you can't, I don't think the leader could have, we should have the image of hardness. "
	Arrogance	FIN 6"… Uh, if you, if you arrogant, you know, so I think humbleness is a, is a big thing because, and don't, you know, I think egos, executive egos are the one of the biggest downfalls of corporate leadership failures as results in most of them. Cause people just don't hear, they don't see that they believe they are the cleverest person in the room…" FIN 8"… No, you don't need to be bombastic. You don't need to attack the person. You don't need to do any of those things. , I hope it never plays out as a, as you know, an arrogance would be the big word that I don't even want to go to somebody like a Steve jobs would never have achieved what he did by being a nice guy. And he was just ruthless in not a model that somebody I would model myself as…"

Research question 1: What are the determining qualities that leaders should possess to be resilient?		
Theme:	**Sub themes**	**Significant Example**
	Self-enhancement	HC 6 "…I think you can, you can, you can enhance your own position or you can build your career. Um, by simply performing and not being at the expense of others…"
		FIN 1'…think, I think everyone's got those different personalities. I think, um, it's, yeah, what, what tends to happen is that you have, um, so a lot of people who may feel entitled or they may want to move up by pushing other people down… and it is a difficult thing to navigate because it, that sort of behaviour tends to then downstream to the rest of the organization, you know, um, because a lot of jostling for resources, jostling, for turf…"
		FIN 6"… So they can be absolutely, possibly most likely to have the right answers of what they want to achieve. But then, you either leave, dead bodies along the path of achieving what you want and that certainly wouldn't be success for me , I don't see that that is how I would want to go about it. But even at another level, you can see people get frustrated, annoyed, irritated, um, despondent by either not, not being listened to …"
		HC 8 "… people who have some altruistic sense of self…who have some higher purpose beyond, um, their capitalistic objectives and there is a certain emotional underpin to healthcare professionals in the private sector. They may be capitalists, but there is an emotional level of connectivity to their purpose and to the patients or members in our context. Yeah. Um, which, which in my view attracts me to health care and certainly changes the type of people that you deal with. Banking is quite austere on the other end of the spectrum, very little emotion, a lot of cold capitalism…"
4. Realism (4) and optimism (8)		Fin 7" … And I mean in times like this, especially if, I mean you should face, you should face the brutal truth. You should, should not sort of live in a fool's paradise and say, oh, everything is perfect. Everything is gonna be ok. But you should also not be so realistic that it can make you negative, different pacify you, you must face the facts, these what it is, but then you must go into action. You can't sit there and say, oh no, nothing can happen…"
		FIN 3 described it as …" what resilience is and why some people survive and others not. It's balancing realism with optimism. Okay. So, I think that's kind of it in leadership as well. And if you read people that have gone through very tough things, like I included the navy seal buds' program, it's basically they know where they go. So that's, that's, that's the realism. And they may need to keep themselves optimistic for very short frames. The longer you focus out, the unlikely you'll get. Things are tough at the moment and I get that. I always use the phrase this too shall pass…"
5. Leader knowledge of the business (8)		HC 2 "…understanding your business environment, uh, and how your business fits in your environment and knowing how you've, your environment is shape shifting because opportunities are perishable and is a window of opportunity for every opportunity…"
		HC 5 "… You know that in South Africa there's a lot of restrictions in terms of what we may do in the healthcare industry. So pharmaceutical companies are very tightly governed and which somehow it takes a little bit of the complexity out… So right now we've got this NHI announcement and everybody's deep breathing and thinking, oh, this is the end of healthcare. I've seen the rand fall out of bed. Everybody's overreacting…you're developing enormous resilience and understanding the complexity and the challenges and the adversity that exists out there…"
6. Challenging the status quo (5)		HC 7"… And the ability to change is for me is something also around curiosity. Cause if you are curious about what it could be or uh, you know, how it should be, that helps. If you're curious about asking the question, why is it this way? You tend to find that it unlocks new ways of thinking. when I was at Company I , there's this beautiful thing that we speak about restless spirits. The team were full of restless spirits and that's the idea that you're not okay with status

Research question 1: What are the determining qualities that leaders should possess to be resilient?		
Theme:	**Sub themes**	**Significant Example**
		quo. It's, it feels irritating to you. It feels, um, suboptimal. And so this idea of being restless and relentless in looking for growth or improvement or whatever is probably important…" FIN 2"… When you have to do want it you have to be able to challenge yourself and tell yourself and like in myself, I have to ask myself the question, are you willing to just sit with the status quo? and Do you know the ABC every day? Why are you trying to shake the boat? Are you're trying to do things differently. The things that are being done, you should be questioning because you want to check if it can be done better…"
7. Foresight		
8. Hope		
9. Acknowledges team strengths		
10. Approachable		
11. Accountable		
12. Authenticity		
13. Empower		
14. Decisive		
15. Ability to grow and learn (5)		
16. Leader knowledge of team (4)		

Research Question 2: What changes are seen in team dynamics during adversity?		
Themes:	**Sub themes**	**Significant examples**
1. Disengagement (Koronis and Ponis, 2018)	Withdrawal and silence	FIN 8 ''…What I've seen in the past, or maybe even where we, I've experienced in the past is you might feel at some stage when somebody has withdrawn, they've checked out. So they've either tried and tried and given up and checked out and they just remove themselves from the discussion. Um, that could be a worrying piece for me. Um, and it would be just as worrying you've got a dominant voice. Um, and others just don't feel, you know, the space to have the space. FIN 5'…I mean, you see how people, like with the starting, but with pros or have people that become quiet because they're uncertain. You're not sure if they, you know, they're doing the right thing or not. Some people become more vocal. Um, so it just depends. But you do see it until you can see that, you can see that fear element. you see the uncertainty, um, that you know, that that comes about, it takes longer to make decisions because of that, you know?..."
	Lack of agility	FIN 4"… I think South Africa's greatest challenges is they haven't been responsive enough to all of the digital pieces…" FIN 8"… Where the resilience comes in most square in my space is that with such a broad focus of what I was looking to change, there's a lot of, you can almost think of it as resilience was where I was wanting more change than what the organization was really to deliver. So that's the first friction point. The degree of change in a system and the system's readiness to change…"
	Self-doubt	HC7 '…You know, it's so interesting at an individual level, the self-doubt will occur that as a team, I must be honest, as a team, you know that thing about, you know the thing, if you are lost on your own, you get panicked. If you are lost for someone else who is also equally lost, you're not panicked. Yes. It's a weird, ridiculous, irrational thing. That is what experience in the team

Research Question 2: What changes are seen in team dynamics during adversity?		
Themes:	**Sub themes**	**Significant examples**
	Lack of knowledge and confidence	HC 2"… You know, you could have people that embrace creative new ways of doing things during the adversity. You could have people that fold completely, uh, you know, and I think the underpinning is, you know, probably confidence and you know, people feeling as if it's a function of, of a reflection on themselves as an individual and not understanding that it is a big picture…" HC 1"… Yeah, much because of lack of knowledge, Because if the top management is, was, is not, is not, uh, uh, confident in, in how they doing it, what they're doing and what the reason is, then it's very hard to get a line manager to understand and to explain..."
	Lack of psychological safety	FIN 4"… how Google works the one of the things that Google has gotten right is that they, they have created a culture of psychological safety. So that's one of the big things. here there is no safety. This is like you're in a jungle, you part of the hunting pack but if you fall out you are like poor Scar with the hyenas. You were part of the pack but now you will be eaten up quickly and that's what happens…" FIN 6"…Safe environment, where people even in times when things go wrong is to make sure that everyone feels. You know, I'm not, I'm not, we not looking for a scapegoat here. this culture of blaming, looking at each other and looking at blaming each other is terrible…"
2. Lack of cohesion (Tajfel and Turner, 1985; West et. al.,2009; Rook et al., 2016).	Blaming culture	FIN 3" …. This is known as the corporate salute… Uh, it's not me…Those bugger below you, they didn't execute or they didn't get it… success has many fathers and failure is one orphan… in a large corporate that you get this, there's no collective responsibility because the big choana starts screaming and then it just goes down and then they some the frighten and the little person at the bottom who gets taken for all…" FIN 8"… So you're going to be very mindful that are you becoming the victim role. Is everybody else. Can you ascribe blame to somebody else and own the victim? Um, so we are quite conscious now that you don't get into that space where I see it , I'll try and get it as quickly as I can to avoid… yeah, a human tendency to find there's the perpetrator. I'm completely helpless in this. Fin 6 "… I think you're going to find that if there's this blaming culture and make no mistake, I'm not saying not holding people accountable, blaming negative attacking, putting someone on the back foot constantly when there's a difficult situation, doesn't help the business. that doesn't solve the problem. Only destroys the individual. So if its, lose, lose, you know?..."
	Dysfunctional behaviours	FIN 6 "…, I can see it from a distance. I'm like, oh, they make calls on things because it's very individualistic. Very big egos, Because if you come in, so they will maybe to someone from the retail banking in a senior executive position because of this maybe perception. how hierarchical people are, what about status…" FIN 4'… So it really comes back to how do we influence behaviour. Uh, you know, how strong you are. Um, because you know, you do in corporates, have bullying tactics.." HC 6 "…, it is cutthroat. It's crazy, crazy ideas and to get people swearing at each other across desks. And it really is just nuts. And I think in that environment it would become very difficult for somebody of a very level and measured approach either to be heard…" HC 7"… Distasteful behaviour not in the room though. Not when we are engaging. I've seen how it afterwards we've agreed or we've committed to something and then it unravels afterwards. it's clear I didn't agree…"
3. Lack of connectivity (Carmeli, 2013)	Siloed business culture	FIN 1"… the same time amongst the senior management teams, especially in terms of reward and compensation. Um, because if some areas get paid more than others, um, for arguably the same level of work, then that also creates a lot of animosity….performances based on…firstly as you as an individual and secondly as senior management, you as at your business unit. So you want your business unit to perform the best. See you get the larger portion of the bonus pool and your rewards that come out of it …"

Research Question 2: What changes are seen in team dynamics during adversity?

Themes:	Sub themes	Significant examples
		FIN 4"… Very siloed. It definitely does, right? Because it takes you just that much longer. So, and just from experience, you know, we have the SA environment where it is lots of internal politics and cutting through those. It's very difficult to get the job done compared to where you have a more mature Exco. Um, you know, in, in, in bad times you would find that a lot of the senior leaders will be protecting their turf…So there's, there's lots of, um, kind of backbiting, um, etc"
		HC 6"… This is one of the big, the big issues we have at the moment with, so we have kind of franchise setup where our business units have franchise leads. Now these guys are all eager and hungry to try and get the next promotion. But you know, that idea that we're trying to instil with this agile way of working is that, you know, if they worked together and shared resources, you actually going to be able to have a better outcome than if our protect my own little business.
	Lack of trust	
4. Lack of collaboration (Tasic et al., 2019)	Lack of accountability	Fin 6'…I'm saying that and yet I'm the one that uses the word accountability the most in business because instead of bank sometimes is this collective accountability, no one takes. So accountability and we have, here are the ones, everyone looks at each other and then they would look at a disaster happening and no one feels accountable. So I'm very strong on making sure that people do know that they're accountable…"
		FIN 3"… That's typical in a, in a large corporate that you get this, there's no collective responsibility because the big choana starts screaming and then it just goes down and then there is some frighten little person at the bottom who gets taken for all of this all of us,.."
	Lack of communication	HC 1"… total lack of communication, break down when the team faced that, that crisis…"
		FIN 1 "…And, um, and you should actually speak to that person. Um, in terms of, yeah, so and, and maybe it's a problem from an organization perspective when, when you are not comfortable enough as a senior leader …"

Research question 3: How can team processes build resilience in TMT?

Theme:	Sub theme	Significant examples
1. Connectivity (Carmeli, 2013)		HC 7 "…So for me, the antithesis of that would be a command and control environment where we don't actually give each other feedback. Um, I can see that you are doing something that's unhelpful to you and or the organization I talk about you but I don't talk to you and. of use of, but that's not how we do it here but why couldn't you do it that way. Um, and you have a very constructive and real grounding. Cause I think also you have a whole bunch of new people without any grounding that you can make some serious errors. Um, so you kind of need the yin and yang's…"
		FIN 4"… I think, I think in my current environment it's, it's um, uh, really good because it's, it's the team that comes up that generates the ideas. Decision making is very quick, but supported by the CEO because he, you know, he understands, um, the people closest to the work have all of the solutions…"
	Relationship building	HC 7"… . But you know, the holy grail of we are real with each other, the relationships, the relationships is key. And so, um, and, and again with my, my idea of leadership would be leadership is nothing more than the management of culture and relationships. …"
		FIN 6 "…Sense of why we're doing what we're doing and what is the purpose, how do we add value? By really believing in that, And there's nothing like this spirit of camaraderie that pulls you through. and that gets fostered…"

Research question 3: How can team processes build resilience in TMT?		
Theme:	**Sub theme**	**Significant examples**
	Trust	HC 8"… Particularly through difficult times, through times of change if team that trusts each other. .Not necessarily as in a social context but in a professional context, terms of no hidden agendas and aligned objective for success and understanding of what success means. And a core set of values. A team that's aligned and trusted in that regard will navigate difficult times much better…" HC 2"… transparency I think having leaders that trust in your ability, that allow you to take risks that tap you in the back saying I've got your back, allows you to become more resilient and allows you high level of self-confidence…"
	Respect Empathy Motivation	FIN 6"… I think a sense of belonging, sense of respect for each other and in each other's opinions and views and hearing the dissenting voices, giving everyone a, you know, everyone in the team must feel respected. HC 5"… Respect one another's weaknesses and strengths and just accept…" HC 8"…, I think trust and belief in your neighbour, we said earlier and an alignment to a common strategic purpose. Yeah. As, um, as a company, the ability to inspire, motivate around the change. And that is a very, very important task for an executive team.."
	Common vision and goals	HC 7 "…And if we have a very clear vision about what our purpose is , it's to enhance and protect people's lives, how the values linked to that purpose. And then when it comes to times of threat, change where, I think what pulls that together is a common purpose and a common set of values. HC 3"… Exactly, you know, sort of I'll be aligned behind a common purpose and vision. I don't wear, I don't wear divisional hat, I wear a company hat…"
2. Engagement (Bakker, 2008; Kuntz,2016; Dweck, 2016; Kuntz, 2016; Koronis and Ponis, 2018))		FIN 4"… Cause you know, you can't often see your blind spots, so you do need, um, and the people to challenge you and etc. And then, you know, I think the challenge results in better outcomes…" FIN 5"… I would say the engagement is not that high because we generally only meet once a month when we have EXCO and , so that's when we engage. Then haphazardly, you know, like for example, if I need something from the CFO, the CFO needs something from me, then we would engage or if I need something signed off by group legal… it's not continuous…It's like as and when for specific things…"
	Honesty and integrity	FIN 1 "…if we, if we accepted or more of that type of honest, honest behaviour and instead of actually trying to nail the guy when he actually did something wrong, I think we'd have less of that behaviour…"
	Accountability	FIN 3"… role of a leader for me is obviously holding people accountable and responsible but in a fair way…" HC 8"… . Um, the environment here is one of deep accountability. Um, and, and mistakes are not only acceptable, but mistakes are important because the lessons that you learn out of those mistakes help the company grow. That is the history of organisation. We've made many mistakes along the way, but we've learned from those mistakes and not repeated them. The culture, here. Actually really supports making a mistake, owning up to it, you know, being accountable for it, but moving on and, and internalizing the list…"
	Crucial conversations	FIN 1"… What we'll do, I think would, would be that I think if, if people felt safer to say, sorry I made a mistake, we'll actually, I need help. And, and, and in that type of more human environment, I think you'll have a lot more of collegiate sort of pulling together as you say, to say actually right, what do you need? …"

Research question 3: How can team processes build resilience in TMT?		
Theme:	**Sub theme**	**Significant examples**
		FIN 8"… So in chairing it, you've actually got to make sure that you actually get those other voices in and create an environment or a climate where it's more, more balanced. that self-awareness, high EQ um, I think that that ability to be frank and open, um, in a safe environment where you can see what needs to be said…" HC 7"… boss who happens to be your boss. Cause I feel like that's how the message would flow. But Again, even if the boss gives it to you, it's the context of this because it came from here and feedback without the context is, but you know, less useful. So if I were to say, what is the one tool that would be authentic conversations that people can have a conversation and it feels like if I'm sharing with you, like you could be more effective if that is…" FIN 7"… . It's not personal, it's never personal and there's no agenda, or politics. I mean we, we just giving our opinions for the best case for the business. Um, and I think keeping your business that way, free from politics and nonsense like that. It helps a lot for people because then when someone else speaks, you know they're speaking from, from a point of trying to make the business better, not some other stupid hidden agenda…"
	Leader presence and leader decisiveness	FIN 7"… I've seen us going through, through bad times, and then it's a strength of your CEO. Because clearly if that leader starts to conflicts then it always a challenge in a difficult situation people would take to get more defensive. But then the top leaders ability to then be jointly accountable, cause it is not. You can never as a leader look through the window at the problem, the problem is in the mirror, you know, there's no it's not over there. It's always with the leader.." HC 7 "…leader who looks across the full spectrum and then each person or each, each leader who has their own patch, it's about how often are you bringing them together and when you bring them together, what conversation are you having? Because if you bring them together for a conversation, my results are like this, my results are like that, whatever. Um, but if you're bringing in a conversation and say, here are the rubs between us, let's work on that, you know, here are the opportunities for us when we partner…" HC 7 "…Because we know if I'm a leader who's containing in people, and I'm saying, we've just had this massive roadblock, but it's going to be fine. This is how it's going to be fine. You're gonna need to change your behaviour in these ways. That's kind of containing message, the message of if you don't do this, we're not going to survive. We're going to die. I'm not sure if we even got it…" FIN1"… Um, for me, what I've found is that, um, what determines my good leaders from not good leaders are the guys who, when things go wrong are the ones who say, all right, how do we fix it? Versus, okay, who caused it? And then only afterwards do we go back to it and say, alright, so what exactly went wrong? Where did we fall and what controls and processes do we need to put in place so that we don't, that doesn't happen again…" FIN 6 "…If you don't take people on the journey, if you don't let them feel also that they're able to shape it, it won't work…"
	Inspiration of leader	FIN 6"…And it's important that people know that there is hope that things will get better. Things will, turn again. It doesn't always stay down. It doesn't always, Things don't just stay difficult, but it is important and it builds character when things are difficult . it's good to know that life is not always plain sailing and when there is a wobble people… keep on inspiring being, being that voice of hope, being that, uh, you know, the one that sits that direction and inspires others" HC 2"…people aspect, you know, you can have the best, uh, you can spot opportunities, but if you, if you don't inspire people, and inspiration is very, very important if you don't inspire people to achieve it…"
	Organisation culture	FIN 6"…And it's important that people know that there is hope that things will get better. Things will, turn again. It doesn't always stay down. It doesn't always, Things don't just stay difficult, but it is important and it builds character when things are difficult . it's good to know that life is not always plain sailing and when there is a wobble people…

Research question 3: How can team processes build resilience in TMT?		
Theme:	**Sub theme**	**Significant examples**
	Entrepreneurial Growth mind set Fun and laughter	keep on inspiring being, being that voice of hope, being that, uh, you know, the one that sits that direction and inspires others"
		HC 2"…people aspect, you know, you can have the best, uh, you can spot opportunities, but if you, if you don't inspire people, and inspiration is very, very important if you don't inspire people to achieve it…"
		HC 6"… Now we've said to everybody, okay, change what you're thinking and doing and we want you to see you be entrepreneurial. If people aren't able to kind of switch to switch quickly between it because A they don't see enough examples of it. I think from a leadership perspective we've said, well we need to roll on the mall or we need to act more as catalysts for this to actually start happening. And I think more people, you see it happening and see people get rewarded for doing that or see people not getting punished for trying it,
		HC 7"… it's kind of entrepreneurial. It's fluid, I believe in tramlines but not boxes. So how could you build a great team is in my mind? Mind you, you give clear tram lines, like don't, don't go out of these boundaries as a strategy. This is where we are. People do need, ironically, people need boundaries to be free. The irony. So you give them some boundary and then within that you let them operate and you let them operate as if this is their own business and there's a level of risk taking…"
		HC 5"… So we would look forward and say, okay, what can we do now to ensure that that will never happen again? Because anything can happen once. It can be an accident, it could be a mistake to be something slipping through the cracks. If it happens a second time, then we have failed because our job is to stop those things from happening. And if you adequately protect by growing and learning and building…"
		Fin 7" everyone makes mistakes its part of the learning process. The more comfortable it is. And because you don't know, but because you allow other people to make mistakes, when you make a mistake yourself, it's not the end of the world. Um, and I think that that balance is important and that's why we don't throw people under the bus… you're going to have a communication process and take the person on a journey um…"
		HC 6"… I don't think I'll rule you on failure is it's okay to fail as long as you, whatever you did you did deliberately because you'd taken some considered measure before you took your action. And if you did fail, then share it to someone**…"**
3. Collaboration (Tasic et al., 2019)		HC 4 "…Uh, but in, in for resilience, people want to feel that they can contribute towards the outcome. And even if the outcome isn't what they would've, they would've liked it if they feel it could have been done better. I think if people feel that being heard, I think it makes it much easier than to, um, to, to step up, even if it's not necessarily, you know, the, the ideal way for, from one person's point of view…"
		FIN 4"… Coming to the big decisions is a collaboration, you know, part of the reason why things take so long because, uh, before the idea is even put forward to the committee, there's all sorts of, um, collaboration happening outside of the committee, you know, so CEO. Yeah, man. I think it just lengthens the process. It gets people to talk to each other more often."
	Diversity of the team	FIN 7"… So I think by having more, um, demographic diversity around the table helps get a better picture of what it is the checks to solving for. Provided you actually let all the voices in. Okay. So if it's a real team …representative group that is diverse demographic. Yeah, I'd say step one, probably even more important than that and maybe what's implied in that is the different way of seeing the problem or the solution through that diversity. And I think you definitely get to better outcomes.."
	Identifying non team members	HC 6"… Um, and that they were asked to leave because you know that they would put themselves, put their own agenda ahead of that of the company's ultimately, um, to try and look better against another person. really trying to

Research question 3: How can team processes build resilience in TMT?		
Theme:	**Sub theme**	**Significant examples**
		kind of form factions and build a kind of company positions and that it was breaking up the team and it just creating a bit of confusion about, you know, somebody, if we sat around a table and we spoke about something and we said, okay, that's the agreement. That's cool. Then we left not too long after a couple of days, then you know, you'd have someone in to ask you, but it doesn't seem that we completely rely on this person's not saying that…"
	Team adaptability	FIN 3'…So people are very easy to change when it benefits them and they're not involved in part of the change. So in our world we are going through this massive change. We, in innovation and we're getting attacked by all of these start-ups. And then in the organization people are very reluctant to change and then you ask them, but you know what, five years ago there was no Uber. Nine years ago, there was no iPad and you embraced it very quickly…they embrace a change because it benefits them…" FIN 4"… much easier to get through because you quite open, um, to ideas. You open to changing midway. You're not, you're not afraid, just, you know, just to complete something because you've started it. Um, it's part acknowledging it doesn't work. So, you know, it's, um, let's stop change directions. It's very adaptable…."
	Team refection	FIN 3 "…I am talking about , looking back, being reflective in a sense this is what went wrong and this is what's going to happen. So I think a team needs to be evidenced based, analyse the past, analyse the environment, see what's going on…"
	Understanding of team roles and strengths	HC 3"… Then in the team based setting, you need to know what each person's strengths are and what their weaknesses are. And then you need to know how to leverage the strengths in each person to ultimately get results or get something done.." HC 5"… But if I hire the most capable people that are, that I can, then I also have to listen to those people. We have to be guided by those people in their strengths areas. But sometimes important people are the people who are um, detail oriented. So I can do high-flying strategy, but I say to my team, be careful because I can confidently lead you over a cliff. So I need to have people who will check me and be the checks and balances will go back to the detail, go back to the operational stuff. So different people at different times have different energies and abilities and can take on more or cannot take on anymore…"
4. Cohesiveness (Tajfel and Turner, 1985; Mullen, 1994; West et. al., 2009)		FIN 6"… , I really enjoy where I am now and our executive team and how we interact. So, so we often talk about, um, you know, don't worry, you got your back, need this, this, this, and we share openly, you know, political situations we shared as a team how we respond to certain external influences in our business or dynamics in the bank for the bigger bank, which is huge…" HC 8"… One of my personal insights on top leadership is the loneliness that comes with it is underestimated. And it's often not perceived until you reach that point. It's looks very glorious when you're looking at it. But when you get there, you actually find, because the buck stops with you because you are seen to be the person that has to be strong in the tough times. It is a particularly lonely place. So to your point in team that has cohesiveness, that's deeply collaborative, uh, that has empathy, I think is much better positioned to demonstrate corporate resilience, corporate agility through times of change…"
	Maturity of team	HC 8"… The two businesses I mean are in different stages of maturity… one a brand new business.,. It's still some norming and storming going on in the team dynamic and people have come from different companies and come together. I would say this, the culture, the subculture is not settled. The leader is less of a people orientated person and more of a subject matter expert, more of a technical expert…And therefore navigating some of the uncertainty is difficult in that team at the moment. Whereas in the other team you have a mature business, stability in the leadership team and not withstanding massive strategic challenges that are coming this way…"

Research question 3: How can team processes build resilience in TMT?		
Theme:	**Sub theme**	**Significant examples**
		HC3"… So I think that the team is a mature team and I think generally mature team understands the need to be cohesive and what my role on this executive committee.."
	Size of the team	FIN 8"… I think the team that said the executive team is actually quite a big team. So you don't get that connection as I think you do in a smaller group, there's probably about 12 or 13 people around the table. I think like a group of eight or 10 is maybe an easier group to, to connect with. Um, I feel at the moment we probably don't have the robust debate or discussion around some of the decisions…."
	Company fit	FIN 7"… . Um, yeah, but I mean you, you have to have people who are the right personalities…" HC 6" And people, whose values relate with each other. I firmly believe that it's because they relate to the culture of not just HC6 South African to HC 6 globally. I think their values kind of line up. So you don't have that sort of frictional head butting…"

Research Question 4: How does adversity change strategic decision making?		
Themes	**Sub themes**	**Significant examples**
1. Openness in decision making in adversity (Carmeli, 2013)		HC5 "…We chasing new ideas. We're searching for new ideas. In fact, that's how you know. So I've, over the years I said to the guys, to the people, we cannot be complacent. So there was no such thing as complacency. We have to reinvent ourselves. And you don't know there's people. You say if you're not cannibalizing your own business, somebody else will. Yeah. If we do not change ourselves and make ourselves remodel ourselves…" FIN 2" … Again, because I've been here for like 25 years Yeah. See those people who have close minded, uh, they go back to the old ways. If they're like, no, no, no, this is how we used to do it. Now you've got a problem. Let's just go back to the old way. All the new stuff as well. Yeah. So yeah, those people, but more and more, if you look at the organisations culture, it's, it's a younger crowd of people now so that the CEO is like 40 hiring the 20s and thirties you know, these people are all like open to new ideas, willing to try different things, willing to sit now when the shift hits the fan..."
2. Comprehensiveness of decision making in adversity (Janis and Manis, 1977; Carmeli et al., 2013).		HC 3" so I think everybody gets a voice there. Um, so I think decision making ultimately comes from, you know, creating a discussion platform to where people can hear their views to open up the doors, open up the topics, this is the topic and what is it that gets sort of like some evidence with regards to what is the background of the topic. So we put it up there or someone will verbalize it. Okay, that's fine. What's decision about do you want to make…" HC 7"… And what's really interesting is cause we have different industry expertise new and old , it creates quite a useful and robust dialogue. But what a pleasure cause you really getting the diversity of use of, but that's not how we do it here but why couldn't you do it that way. Um, and you have a very constructive and real grounding. Cause I think also you have a whole bunch of new people without any grounding that you can make some serious errors. Um, so you kind of need the yin and yang's…"

Research Question 4: How does adversity change strategic decision making?		
Themes	**Sub themes**	**Significant examples**
		FIN 7" … someone needs to say, listen, we know this works…And sometimes when you as the leader have a lot of conviction and a lot of expertise in an area, you need to, you need to give leadership. But sometimes there's new areas and stuff where you as a leader you're not the guy in the room who knows the most. You need to give freedom to experiment and see where it goes and get all the views. But it's a balance…"
3. Consensual decision-making in adversity (Toscano et al., 2018)	Healthcare more consensual than financial	FIN 1"… when senior leaders make decisions that are right for individuals as opposed to what's right for the organization or client…but it doesn't make any sense when, why should that business unit falls in that area? … senior management is trying to allocate as to keep some person happy as opposed to saying, well, does it really make business sense…"

FIN 7"… This thing is what it what it is, this is part of our success let's look at these things, these things we might tweak and change because these mostly certainty around what's good or bad and you need to run and test or figure it out so that they, there needs to be a balance because I mean, you can also be so diplomatic that you allow people to change every little thing.

FIN 5"… So decisions are made in such a way that everybody basically has a say. Okay. Regardless of the matter of how big or small the matter is. And that's something that we agreed as part of team charter, we've got these things called ambition ground rules. |
| 4. Risk aversive decision making in adversity | Differences between countries and leaders | HC 3" … So I think you'll find, depending on the leader you've got to that point in time, as in any sort of division or team and my team or anyone else's team, your leader is the one that determines the risk . It doesn't work anymore, especially with a diverse workforce from around the world… French people are maybe a bit more risk averse. As a company we I think however we are. So sort of like mixed as a company. I think there's only the leaders of from all at the top, top level of the company they're from, they're from the US…"

HC 4" These are multi-billion dollar businesses. Philadelphia um, I mean those meetings I'd have to say particularly is a, you know, you dealing at a level where you feel these people are significantly uh, greater empowered in terms of the implications and consequences of their decisions. Because the reality is in big senior teams, there's a lot of people with big egos… "

HC 5"… I think, I think people become immediately more risk averse. Yeah. I would say that at the moment it's a comfort zone so people to what they used to. . But actually the people who have probably been the most risk averse have been people at a level where they're looking to step into kind of a senior management role or indeed senior managers themselves who've said well hey, if we change this then everything I've done and kind of my reputation and the hard work I've done over here, where does the keep me standing…"

HC 7 "…but suddenly as the team there's a feeling of strength or something. Um, I have, I have always experienced that. I think it also may be typically people also in different spaces with different risk appetites. That is really important to me to build a great team because you will find that the more risk averse, and I count myself in this category, the more risk averse of us are going. It's a disaster and the less risk averse saying there's opportunity here. And that in itself also is a really helpful confidence building mechanisms with the team…" |

Research question 5: What are the factors that contribute to leader, and team resilience?	
Themes	**Significant examples**
1. Organisational foresight	HC3 "…somebody who has some sort of foresight or acuity to you know, with regards to understand how things …could unfold in, in the business context. We see a few of these warning signs or these sort of red flags. This is what to be prepared for. You know, you're not like, okay, let's be reactive and just respond when something happens a sense of preparedness…" FIN5 "…uh, being thinking intentional means you need, be proactive. You need to be able to kind of anticipate what's going to happen in the future so that you can be able to prepare for it… you cannot just as a leader live in the moment, You gotta be able to, to be able to adapt to the changes that are coming in the future, that's foresight…" HC 1"… You know, as a team you have to be agile, you need to be flexible and to be adaptable, you need as a team again, again to have a foresight. so there's protocols that every single thing that goes wrong has got a protocol that I've thought of. If there's one thing Indian company can do is they can write SOP and they can make sure every single thing is covered…"
2. Organisational culture	FIN 7"…it's a fantastic organization culturally in the way that S and the guys set up the culture and they are very deliberate about, and it's what they call it a meritocracy. So it's not about who you are, it's about the merits of what you say. So, so non-hierarchical, very flat structure, openness. I can say things. People have roles, you choose your titles and there are no title and everyone is treated with respect. These are, these are fair amount of the Jewish caring type , they can be very hard as well in situations…"
3. Remuneration and performance measures of executives and business units	FIN 3 "…So like I see it, so they drive your behaviour by scorecards and KPI's or goal setting. That's the one thing. And then the other thing is, you know, we get rewarded quite well financially... But I can tell you honestly when, so at the end of the day the only things they worry are those financial matrixes you could have…CEO and lots of these people are hungry and the reason they are hungry is because it's more bonus, more salary. FIN 7"… , I think a key factor for us is that it must be balanced because I mean you can't just have say 100% of it being financial outcomes because you have different stakeholders and those incentives must serve all those stake holders. Otherwise one is going to be winning at the expense of the other one. Um, so when you, when you have a matrix, you'd mostly include for example, yes it can be sales, it can be margin, but then they must be staffed turnover, they must be customer satisfaction index…." FIN 6"… It's not like, it's not a big blameful to us in the wealth side versus the retail side… So if you're tell me what does success mean and it's only dependent on me, then you'll get silo behaviour, which you do get. Yeah. Um, especially in these big organisations… if you connect the dots and the way sort of in a balanced manner… I sometimes talk of his bank as this Frankenstein, you know, the left arm here and right arm is there. do they know each other or do they work in sink. No. And that is literally because people and units are measured on their individual successes so there's no incentive to be collaborative…"
4. Organisational structures	"FIN 7"…Flat structure. Um, and we try and deliberately keep it like that there are no smart office…we have none of that. It's functional…So I just think it improves communication…accessibility…people don't have to make an appointment to come and see you. Um, the small issue, they just walk up to your desk and speak to you… there's not layers and layers of decision making …" HC 7"… But I'm challenging myself because from a hierarchy perspective, I think it could work too because what I've noticed, this environment, hospital environment is command and control, hierarchy driven. And what I have seen is as long as the top team are responsive to change and adversity, you can actually then just drive it down through the rank and file…."
5. Diversity in TMT	FIN 4"… , I hire people, um, that don't have the same skillset, as me, because then they help you with your blind spots. And in fact, if you, if you employ any effective team, you become an effective leader. So it is about choosing the right type of people. So I mean the type of person I am, I don't like employing people that agree with everything I say because I don't have all the answers…." HC 5"… So if there is diversity within the team in terms of thinking, in terms of strengths, in terms of viewpoints and perspectives, the greater the diversity, the greater the open-mindedness of the team, the better the outcome from that team…."

	FIN 3"… They would like look at you and it's a very male thing as well because males like to solve immediately. Yeah. And that's why diversity is so important, especially where from a female like you… to talk and not solve the problem immediately…"	
6. Interdepartmental collaboration	HC 4"… So you had a mix of chemists, professors, research people was they were spending a lot of time developing and building competencies in the next level and cross functionally they're doing a lot more collaborative work. So when critical issues came up, it wasn't just, it wasn't just that all they could rely on…"	
	FIN 8 "…the working relationships across all these different elements. So from design to technical to compliance to risk to all these different functions coming together to give you a common outcome rather than just staying within your silos is the language that you would be using,.."	
	FIN 1"… I think what's important also is to have a good network across your organization of people, individual that you can rely on. Um, because when, when things are stressful or going wrong and you need to be able to pull in favours to get resources to help you or to expedite something, um, you need to have good relationships…"	
7. Soft skills training	HC 3"… I'm sure in all of these soft skills, which we call them, um, So, yeah, and I think there's always an element of, you know, being trainable. Um, but I think training is more to sensitize	
8. Mentorship	HC 8 "…we use mentorship, 360 degree perception inventories to understand better how people are perceiving you in the signs that you give. Um, so there's individuals skills creation and, and insight skills that we need to create around the leader themselves. The next level of leadership is to have a great team…"	
9. Executive coaching	FIN 5"… what I find important is, um, zoning in, on, on, on developing leadership ability that helps leaders build resilience, right? So that can come in a form of, um, coaching, leadership development, etc. I think it's critical. It's very important because as a leader, that's the guidance that you need as you come into turbulent times. Right? That external, um, sort of call it training	

Additional findings: Multi-national constraints		
Themes	**Sub themes**	**Significant examples**
1. Engagement (Bakker, 2008; Kuntz,2016; Dweck, 2016; Kuntz, 2016)	Differences in culture	HC 3"… French companies are generally very hierarchical, you know, when the leader has spoken that that's the end… you know, you're challenge, but you know, you must know your role, whether you can even challenge , you know, did they even call it respect? Cultural leadership, it actually is true and it is real. And I worked in a Swiss medical company, very different. Our French company sort of very, you know your role, know your space, your spot… So each team, I mean this company has their own culture depending on where their base and what their roots are. And I've tried to work with African company is also different as well. U…"
		HC 1"… So the males are, are very, um, CEO is too big for anybody to, for them to dominate. this is what makes DR difficult is because you've got, you've got this cultural influence of a family business that was started and he wanted to develop Indians…"
		HC 6"…we kind of have a difficulty in terms of trying to get the reality of South Africa and our surrounds to reconcile to Europe. They don't generally understand Africa context. So their problems troubles are completely different to ours…, I think agile shifts to agility and openness to change as South Africans. I think we kind of used to this, we're more to it definitely than the Europeans
	Lack of control	HC 1"… Everything is handled through a SOP, so there's protocols that every single thing that goes wrong has got a protocol that I've thought of. If there's one thing HC 1 can do is they can

Additional findings: Multi-national constraints		
Themes	**Sub themes**	**Significant examples**
		write SOP and they can make sure every single thing is covered. they are down the line down the line. It's like a no…". HC 6" . And I think that's, that's where fundamentally I think multi-nationals are missing a lot of, a lot of the point, you know, so they could definitely, in my view, at least take a different approach to say ok fine Let's have completely different strategies for emerging markets. And then Europe and the middle east, .. they actually have emerging market brands" FIN 5"… So for me, when I can say about the German Culture from people perspective, is that because it's very consistent, it tends to promote fairness…so like it's black and white…There's no favouritism… that's really great. I think what becomes rigid is really from the business perspective way, like for example, local insurance companies can do a lot of things that we can't do because we follow a very strict underwriting culture, you know? …"
	Lack of agility Slowed reaction time	Fin 6"… It does. It does. Because typically when you are at a global structure, decisions take long to get made because they have to still, cut through all the layers, global layer, regional layer, country there, etc. So I would say it plays it delays it…" HC 6".. . I honestly think that they have done it too slowly because the, they used to the European mentality of nothing goes wrong. So small changes need a lot of consultation and we need to do it extremely slowly. . And my experience with, with the European is, you know, they want to be as politically correct about everything as they possibly can. Whereas in South Africa we probably are ready to move quicker. But at the same time we want to see, you know, so that we, we're talking about we are moving in an agile way…"

Additional findings: Multi-national constraints		
Themes	**Sub themes**	**Significant examples**
2. Connectivity (Carmeli, 2013)	Differences in goals Lack of understanding of local business context Disconnect from the head office	FIN 5"… You have to take into consideration things, our culture, you know, things like socioeconomic conditions. Um, so as a leader you have to make sure that you are able to drive it towards the betterment of the local region as opposed to just kind of following group structures. FIN 1"… in how we doing other types of businesses. Uh, like B took a decision that they don't want to do, um, energy commodities or food commodities. And as A, so we are the biggest lender to the agricultural space. And so we said that does not make sense… opposed to making decisions which suited an entity which had no interest in, um, or had interests that wasn't aligned to a purely African one HC 6"… exchange rate was maybe six or seven rand to the dollar sounds. So now it is 16 …they can't understand …no growth… So we start taking a lot of pressure over here. Which they can't understand from that side cause they can say but your prices are so low compared to the rest of the world but you don't understand,.., it's completely different and you know, it's a medical funders are under pressure…. And there is 30 % unemployment and people aren't, they're not growing their membership base yet. We are bringing in new innovation all the time, which is more and more expensive. HC 6"… exchange rate was maybe six or seven rand to the dollar sounds. So now it is 16 …they can't understand …no growth… So we start taking a lot of pressure over here. Which they can't understand from that side cause they can say but your prices are so low compared to the rest of the world but you don't understand,.., it's completely different and you know, it's a medical funders are under pressure…. And there is 30 % unemployment and people aren't, they're not growing their membership base yet. We are bringing in new innovation all the time, which is more and more expensive.

APPENDIX 5   LIST OF INTERVIEWEES

Name	Age	Number of years of experience in TMT	Job title
HC1	48	18	Head of Department
HC2	42	12	Head of Department
HC3	45	14	Managing Director
HC4	44	20	Managing Director
HC5	60	23	Managing Director
HC6	37	6	Managing Director
HC7	37	8	Chief Operations Officer (COO)
HC8	45	18	Deputy Chief Executive Officer (CEO)
FIN 1	37	5	Director
FIN2	48	15	Chief Financial Officer (CFO)
FIN3	52	13	CEO
FIN4	50	16	CFO
FIN5	36	5	Executive
FIN6	54	29	COO
FIN7	45	14	CEO
FIN8	53	15	COO