Understanding the perceptions of authentic leadership in social enterprises

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ABSTRACT

This research was built on the themes of authentic leadership and social entrepreneurship. Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008), defined authentic leadership as "a pattern of leader behaviour drawing upon and promoting both positive psychological capacities and a positive ethical climate, to enable greater self-awareness, an internalised moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development". On the other hand, Ebrahim, Battilana and Mair (2014) claimed that the primary objective for social enterprises (SEs) is to provide social value to their benefactors, and that they rely on revenue from a commercial source instead of aid funds to sustain the business and to grow. SEs are thus hybrid organisations with dual missions of purpose and profit. Walumbwa et al. (2008) then claimed that the concept of authentic leadership due to its nature was relevant to social entrepreneurship research because social entrepreneurs also have to do with the well-being of others.

The purpose of this research is to investigate the perceptions of authentic leadership within SEs. It is mainly concerned with the leader's perceptions of authentic leadership, follower's perceptions and understanding the similarities and the differences of these perceptions. The methodology utilised was a case study design and a qualitative approach was applied. The study was exploratory in nature at a cross-sectional period in time. Four companies situated in Johannesburg, South Africa participated in this study. Semi-structured interviews were done on 15 sampled individuals including four leaders and their followers.

This research concluded that all the leaders in this study perceived themselves as authentic leaders to varying degrees. They differed from the definitions of authentic leadership on two points; firstly, these Authentic Social Enterprise leaders did not always convey true opinions and motives. Secondly, these leaders perceived themselves to be true to both their values and the values of their organisations. The followers perceived their leaders more authentically than the leaders perceived themselves. This study also proposes an Authentic Social Enterprise Leadership Model conceptualised as a merger of concepts from the definition provided in the literature of authentic leadership and the results of this study. Conclusions made in this study unearth the existence of authentic leadership in SEs and discusses the relevance to the business society. A call for research on authentic leadership in SEs is then provided.

KEYWORDS

Authentic leadership

Social entrepreneurship

Social enterprise

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree 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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1.1. Introduction and background to the research problem

The purpose of this research was to investigate the perceptions of authentic leadership within social enterprises (SEs). It is mainly concerned with what the leader's perception of authentic leadership is, what the follower's perceptions are and understanding the similarities and the differences of these perceptions.

Stephan, Patterson, Kelly and Mair (2016) argued that market-based organisations play an important role in addressing the challenges faced in the world by stimulating transformation processes to promote societal well-being; they were referring to SEs creating positive social change. Sassmannshausen and Volkmann (2016) also argue that motivated social entrepreneurs are most of the time key to improving a world facing many challenges where governments cannot provide solutions. Thus, the thinking behind this research was to say, if social entrepreneurs play such an important role, it would be important to grasp what type of leaders they are and if they are leading the organisation to sustainability.

Bornstein (2004, p.2) claimed that Henry Ford and Steven Jobs who reimagined cars and computers as mass-market goods, had disrupted their industries. He argued that social entrepreneurs, similar to Ford and Jobs are disrupting education, healthcare, environmental protection, disability, and many other fields. The organisations involved in this research came from a variety of sectors, which include healthcare, beekeeping and unemployment. SEs are the evolution of the non-profit ideals and the capitalist ideals of the business sector merged into one.

Ebrahim et al. (2014) claimed that the primary objective for SEs is to provide social value to their benefactors, and that they rely on revenue from a commercial source instead of aid funds to sustain the business and to grow. It is difficult to fit SEs into conventional categories like public, private or non-profit organisations (Doherty, Haugh & Lyon, 2014), as they pursue both a financial sustainability mission and a social purpose mission. Furthermore, they identified hybridity as a defining characteristic of SEs because of this dual mission. Doherty et al. (2014) alluded to the fact that previous scholarly interest on SEs focused on definitions and context, but during the time of their research, they had found that the trend was moving towards investigating on SEs management and performance. Showing that research on SEs has progressed over the past few decades but opening the door for more research on the management of SEs, thus providing a rationale for this research.

Warren Buffett, the Chairman of Berkshire Hathaway once told his CEOs that the company could lose their reputation in 37 minutes if one of the leaders acted in a non-authentic manner, providing examples of the editors of the New York Times, the employees of WorldCom or Enron, or Martha Stewart's company (Gardner, Avolio, Luthans, May & Walumba, 2005). SEs, like all other enterprises, have challenges in governance. A governance challenge unique to SEs is handling the compromises between their profit mission and their social mission, thus how to make a profit without drifting from their social mission (Ebrahim et al., 2014). How do they stay authentic? The range of companies within this study allowed some insights into how profit plays a part in how the employees see the organisation as well as how they see the leader.

Walumbwa et al. (2008) found that the concept of authentic leadership due to its nature that will be seen in more detail in the literature review was relevant to social entrepreneurship research because social entrepreneurs also had to do with the well-being of others. They defined authentic leadership as the behaviour of the leader that endorses a relationship of transparency with followers, balanced information processing, an internalised moral view and greater self-awareness that result in positive self-development. There is a positive relationship between authentic leadership and work-related behaviours and attitudes, as an organisational commitment by the employees, organisational citizenship behaviours, and follower satisfaction with the leader (Walumbwa et al., 2008). This research in exploring authentic leadership within SEs aimed to add to the body of knowledge of authentic leadership and assist leaders in today's business context to understand what significance their authenticity is to the business.

Gonin, Besharov, Smith and Gachet (2013) argued that SEs aim to achieve social impact through business ventures and these two things have divergent norms, goals, values, and identities, thus within SEs tensions are created, there are competing demands, and ethical dilemmas. Dees (2012) also argued that the dual mission nature of SEs resulted in ethical dilemmas for their leaders. He went further to argue that the charity fraternity, with their own culture, is uncomfortable with market-based solutions being used to solving social problems. He argues that charging for a service undermines the opportunity to purely gift from the heart, but he countered this argument in acknowledging that when you charge the poor for a valuable product or service, you turn them into customers that are empowered to complain, and these customers feel less demeaned about having to accept charity.

Gonin et al. (2013) also claimed that for one to understand effectively SEs, one has to understand first the tensions within the business and how these are managed. This is a further call for research into the leaders of SEs, further motivating this study. Understanding the

tensions of social businesses do not only expand insights into SEs but also can inform traditional organisational theories (Gonin et al., 2013). SEs merge the efficiencies, innovations, and resources of traditional businesses with the passion, values, and mission of a non-profit organisation (Battilana, Lee, Walker, & Dorsey, 2012).

Gonin et al. (2013), in their article, provided future research ideas using institutional theory and the responsibility of an individual agency or the leader. Furthermore, they pointed to the increasing interest in scholars studying the role of individual agency in institutions. What role do leaders of SEs play? Zahra, Gedajlovic, Neubaum and Shulman (2009) emphasised the roles and characteristics of these SEs' founders, stating that these leaders need to act ethically as unethical behaviour may result in the entrepreneur to be unable to create economic and social wealth for the community he serves. From an institutional view, the question arises of to what extent SEs require specific types of leaders to enable effective management of tensions born from dual missions.

Haugh (2012) claimed that various stakeholders were interested in understanding the phenomenon of SEs, from practitioners perceiving SEs as an important instrument to solve global social problems, to not for profit organisation interested in the business models of SEs as a way to financial sustainability. Ebrahim et al. (2014) argued that a better understanding was required of the conditions under which SEs can successfully maintain and attain elevated levels of both social and financial performance.

According to Sassmannshausen and Volkmann (2016), the bulk of research on social entrepreneurship has been qualitatively designed and based on one case study. M. T. Dacin, Dacin and Tracey (2011) found that most research on social entrepreneurship remains largely descriptive and theoretical in nature. The abundance of qualitative research is an indication that the construct of social entrepreneurship is not mature and there is room for more qualitative research. This research was qualitative in design to explore authentic leadership in SEs and aimed to understand the perceptions of authentic leadership in this business context.

1.2. Research Problem

The aim of this research was to explore the extent to which authentic leadership exists in social enterprises. The mechanism used to understand the extent was to explore if the perception of the leader about his authenticity is aligned with his followers.

This research aimed to:
1. To understand the perceptions of authentic leadership among leaders of SEs.

2. To understand the perceptions of authentic leadership among employees of SEs.

3. To understand the similarities and differences in perceptions of authentic leadership among leaders and employees of SEs.

1.3.   Research Purpose

1.3.1. The business need for the study

The year two thousand and sixteen had both Brexit and the election of Donald Trump happen, as well as terrorist threats, cybercriminals and climate change showing that business leaders had embarked into a new era requiring new ways of leading (George, 2017). George (2017) posits that traditional management methods are no longer sufficient to address the rapidly changing environment, a VUCA (volatility, uncertainty, complexity and ambiguity) environment. George (2017) argues that the VUCA manager is an authentic business leader.

It is argued that identities are constantly on display in today's world because of connectivity and social media and how we display ourselves as executives and people, with all our intricacies has become an important part of leadership (Ibarra, 2015). Authenticity in business is important, since authentic leaders are ethical. May, Chan, Hodges and Avolio (2003) claimed that in the last part of the 20th century, the U.S. economy had lost hundreds of billions of dollars due to ethical corporate meltdowns and inauthentic leadership. There is a great need for leaders who put the wins of the greater majority before their own; there is a need for authentic leaders in government, for-profit and non-profit businesses and in SEs.

May et al. (2003) referred to authentic leaders as leaders who have the ability to mould the work environment and processes to promote responsibility and ethical behaviour and amongst their employees. Gonin et al. (2013) argued that SEs are evidence of the potential to succeed and survive as hybrid organisations with a focus in competing demands. Businesses as they seek to find more revenue streams are becoming more and more hybrid in composition. Since SEs by nature are a hybrid organisation, it can be argued that the insights gained from studying SEs can be beneficial to for-profit businesses as they navigate the landscape of a VUKA environment and diversify their business portfolios.

George, Sims, McLean and Mayer (2007) argue that authentic leaders know who they are when they practice their values constantly, when they demonstrate a passion for their purpose, and when they lead with their hearts and minds. In the same way, social entrepreneurs are passionate about their purpose and often their values are behind the business venture they have gone into. George et al. (2007) argue that all leaders are tasked with delivering bottom-line results, but authentic leaders, in good times or bad times, sustain those results. They

further argued that authentic leadership is the only way to create sustainable long-term results even though it may be possible to drive short-term results without being authentic. (May et al., 2003) agree to this argument by asserting that many leaders fail to consider that authenticity creates sustainable performance, instead are motivated by short-term outcomes. In a bid to stay sustainable business then must take the learnings from everywhere in their environment, maybe even from SEs.

Gonin et al. (2013) explained that a multitude of SEs research uses case analyses of organisations that address multiple stakeholder demands successfully, but there exist limited studies on the management of such demands. They argued that there is a need for future research to study the characteristics of leaders who are able to manage paradoxical tensions in order to expand understanding. Could the characteristics of authentic leadership be what is needed? This research endeavoured to understand if authentic leadership exists in SEs and what it looks like, in the hopes to increase understanding of the phenomenon.

There are learnings to be gained by business from understanding how authentic leadership plays out in SEs, an environment that is full of complexity, mission conflicts and ethical dilemmas. How do established SEs utilise authentic leadership?

1.3.2. The theoretical need for the study

Gardner, Cogliser, Davis and Dickens (2011) claimed that for the majority of authentic leadership research, the primary purpose was to extend and link theory, portraying a research field still in the first stage of Reichers and Schneider (1990) three-stage model for the evolution of constructs, thus concept introduction and elaboration. According to Gardner et al. (2011), the first stage is to legitimize the newly developed or borrowed construct and then publicise the findings to inform others. This research in trying to understand the construct of authentic leadership in SEs attempts to aid in legitimizing the concept within the case of SEs.

Short, Moss and Lumpkin (2009) found, within the social entrepreneurship research, a noticeable absence of management theory pillars, such as resource-based view, leadership, or configurations. Gardner et al. (2005) provided the assertion that demonstrated the reliability of authentic leaders mixed with experiences that promote development and meaningful work, result in increased levels of trust, well-being and engagement among followers. Furthermore, this contributes to a sustained and genuine performance by the followers. Thus, this research will explore authentic leadership in SEs by seeking to gain an understanding of the perceptions of authentic leadership among leaders and followers.

Avolio, Weber and Walumbwa (2009) claimed that there was a need for research on authentic leadership done across different situations and cultures to see how it is understood or perceived, and to garner if it can be prescribed to all as representing the basis for good leadership regardless of form. This study is situated in SEs. However, there is increasing evidence of the role of authentic leadership in improving followership but there is minimal knowledge about the factors that influence whether followers perceive leaders as authentic leaders (Steffans, Mols, Haslam & Okimoto, 2016). This research in looking at the perceptions of followers as well as leaders aimed to provide insights for future empirical research on the factors that determine these perceptions as well as provide evidence of authentic leadership in SEs.

1.4. Research Scope

This study was done in four established social enterprises based in Johannesburg, South Africa to understand the perceptions of authentic leadership from the leaders and employees.

1.5. Conclusion

Understanding the perceptions of authentic leadership in SEs will add to the body of knowledge of both social entrepreneurship and authentic leadership. This research is important to provide insights into how authentic leadership looks like in SEs.

This document further provides the literature review surrounding SEs and authentic leadership, to provide information on what is known and what is not known in the areas. The methodology used in the study has also been provided. Furthermore, the results, discussion, conclusion and recommendations for future research can be found in later chapters of this document.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter will introduce the constructs and some themes that will be investigated during the exploration of the perceptions of authentic leadership in SEs. During the process of studying the relevant literature, some journals, like Social Enterprise Journal and the Journal of Social Entrepreneurship, that are not on the 2016 ABS-RI Journal List have been included in this literature review to ensure that the topic is captured adequately. Sassmannshausen and Volkmann (2016) argued that the Social Enterprise Journal was instrumental to develop research in social entrepreneurship and articles from the Journal of Social Entrepreneurship are cited in their article. This literature review aims to provide a view of what research is available in social entrepreneurship and authentic leadership while providing a link to the research topic.

2.2. Social Entrepreneurship

Sassmannshausen and Volkmann (2016) after examining the institutionalisation of research on social entrepreneurship in the academic world claimed that social entrepreneurship is increasingly gaining maturity and has left its infant state. This second level in maturity, the adolescence phase is identified by a diversification of research topics and methods. Below is an extraction from Sassmannshausen and Volkmann (2016, Table 1) providing the research areas in social entrepreneurship that have been addressed. What can be noted is the lack of managerial or leadership research in this field.

Table 1: Research areas addressed by articles on social entrepreneurship

(in Percent)[a]

#	Research Areas Addressed by Social Entrepreneurship Articles	Frequency (Percent)
1	Definitions, theoretical constructs or frameworks for social entrepreneurship, description or understanding of phenomena, typologies, taxonomies	59.5
2	Measuring social impact, social value creation, performance and other consequences of social enterprise or social entrepreneurship	29.1
3	Resources, supporting and financing social entrepreneurship, and decision making by social investors	26.6
4	Networks and communities in social entrepreneurship	20.3
5	Social enterprises from an organizational theory perspective	20.2
6	Processes in social entrepreneurship	17.7
7	Social entrepreneurs and their motives, methods, and psychology	17.3
8	Reviews on social entrepreneurship research	11.4
9	Reports and narratives or interviews on (single) projects in social entrepreneurship	10.1
10	Social opportunity recognition and development	8.9
11	Social entrepreneurship education	6.3
12	Social innovation	5.1
13	(Single) book reviews	2.5
14	Interviews, forum contributions, comments, and notes (no original scientific research, but expression of opinion, mind teasers, and so on)	1.3
15	Other	5.1

[a]The sum of the percentages exceeds 100 percent because some articles cover two or more areas.

Source: (Sassmannshausen & Volkmann, 2016, Table 1)

Sassmannshausen and Volkmann (2016) argued that the research around social entrepreneurship's focus was limited as it only included a small variation of topics like definitions, conceptualisations, typologies, and descriptions. Researchers thus have to look beyond the normal linkages and find other constructs such as authentic leadership to study in social entrepreneurship research. Researchers must build on existing definitions, place more weight on other themes, add new topics to the list and develop empirical conceptualisations in order to develop the field of social entrepreneurship (Sassmannshausen & Volkmann, 2016).

Stephan et al. (2016) in their article introduced the growing popularity in research on the tensions that arise from pursuing multiple and potentially competing goals within SEs as well as research on their unique organisational structures, identity, and governance. Leaders are charged with the governance of their organisations and thus for SEs what do these leaders look like. Gonin et al. (2013) argued that leaders struggle to gain legitimacy with stakeholders, manage internal relations with employees and maintain commitments to both missions in the

long-run. Leaders have a problem in articulating statements like "who we are" and "what we do" both individually and collectively within SEs (Gonin et al., 2013).

Gonin et al. (2013) further argued that when leaders or members have diverging identities and different senses of belonging, subdivisions within the organisation form, causing internal conflicts. These same tensions of belonging manifest as SEs attempt to manage relationships with stakeholders. Leaders of SEs must balance the choices of when to emphasize either one of their two missions or to do both simultaneously.

In its infancy phase, social entrepreneurship provided many definitions like stated above. In this regards, Zahra et al. (2009, Table 2) in their article provided the definitions available in literature until 2009, (Appendix 1). From these definitions, it was argued that there are three types of social entrepreneurs, "Social Bricoleurs", "Social Constructionists" and "Social Engineers" (Zahra et al., 2009, Table 2). Table 2 provides the differences and similarities as argued.

Table 2: A typology of social entrepreneurship

Type	Social Bricoleur	Social Constructionists	Social Engineer
Theoretical inspiration	Hayek	Kirzner	Schumpeter
What they do?	Perceive and act upon opportunities to address a *local* social needs they are motivated and have the expertise and resources to address.	Build and operate alternative structures to provide goods and services addressing social needs that governments, agencies, and businesses cannot.	Creation of newer, more effective social systems designed to replace existing ones when they are ill-suited to address significant social needs.
Scale, scope and timing	Small scale, local in scope—often episodic in nature.	Small to large scale, local to international in scope, designed to be institutionalized to address an ongoing social need.	Very large scale that is national to international in scope and which seeks to build lasting structures that will challenge existing order.
Why they are necessary?	Knowledge about social needs and the abilities to address them are widely scattered. Many social needs are non-discernable or easily misunderstood from afar, requiring local agents to detect and address them.	Laws, regulation, political acceptability, inefficiencies and/or lack of will prevent existing governmental and business organizations from addressing many important social needs effectively.	Some social needs are not amenable to amelioration within existing social structures. Entrenched incumbents can thwart actions to address social needs that undermine their own interests and source of power.
Social Significance	Collectively, their actions help maintain social harmony in the face of social problems	They mend the social fabric where it is torn, address acute social needs within existing broader social structures, and help maintain social harmony.	They seek to rip apart existing social structures and replace them with new ones. They represent an important force for social change in the face of entrenched incumbents.
Effect on Social Equilibrium	Atomistic actions by local social entrepreneurs move us closer to a theoretical "social equilibrium."	Addressing gaps in the provision of socially significant goods and service creates new "social equilibriums."	Fractures existing social equilibrium and seeks to replace it with a more socially efficient one
Source of Discretion	Being on the spot with the skills to address local problems not on others' "radars." Local scope means they have limited resource requirements and are fairly autonomous. Small scale and local scope allows for quick response times.	They address needs left un- addressed and have limited/no competition. They may even be welcomed and be seen as a "release valve" preventing negative publicity/social problems that may adversely affect existing governmental and business organizations.	Popular support to the extent that existing social structures and incumbents are incapable of addressing mportant social needs.
Limits to Discretion	Not much aside from local laws and regulations. However, the limited resources and expertise they possess limit their ability to address other needs or expand geographically.	Need to acquire financial and human resources necessary to fulfill mission and institutionalize as a going concern. Funder demands oversight. Professional volunteers and employees are needed to operate organization.	Seen as fundamentally illegitimate by established parties that see them as a threat, which brings scrutiny and attempts to undermine the ability of the social engineers to bring about change. The perceived illegitimacy will inhibit the ability to raise financial and human resources from traditional sources. As a consequence, they may become captive of the parties that supply it with needed resources.

Source: (Zahra et al., 2009, Table 2)

All social entrepreneurs face ethical issues when doing business (Zahra et al., 2009). They argue that Social Bricoleurs face the ethical dilemma of how to allocate efficiently processes in generating public good and in some cases, they lie to gain support and obtain funding. Furthermore, Social Constructionists' operate in high stakes environment, which may cause unethical behaviours and similarly, Social Engineers, put their needs and egos before their business or the community they serve even though they are motivated by the highest ideals of "doing good" (Zahra et al., 2009). From these ethical challenges, there is a need for authentic leadership in SEs. From the sample of SEs studied in this research, it was interesting to see different types of entrepreneurs accessed.

Social Bricoleurs run very informal ventures, Social Constructionists concern themselves with scaling up and running larger companies and require more complex and formal managerial systems, while Social Engineers who require public attention and support, benefit more from charismatic leadership (Zahra et al., (2009). It can then be argued that leadership models are many and varied but may be in an environment where ethical behaviour is key, authentic leadership should play a part. Contradicting this, Ford and Harding (2011) then argued against authentic leadership by claiming that it had the potential to have a harmful impact on those subjected to it. They further argued that the authentic leader would breed sick organisations because of the lack of subjectivity allowed and because the concept refuses to acknowledge human imperfections and individual differences.

Walumbwa et al. (2008) argue that stakeholders are much less forgiving of inconsistencies in leaders whose values, conduct and adopted principles do not speak to each other, and these stakeholders call upon leaders to operate at the highest level of integrity and authenticity. Seanor and Meaton (2007) brought to light the roles played by the themes of ambiguity and trust in organisational failure. They also argued that the interchangeable environment where SEs operate is inherently distrustful and hinders co-operation at best. Johnsen (2018) then argued that there was an increased push for authentic leadership in contemporary organisations in order to ensure ethical conduct of the same. This bringing to light further the need for authenticity within SEs.

2.3.   The Evolution of Leadership

For more than a hundred years leadership studies have evolved. There are many types of leadership that have developed or been theorised over the years like new-genre leadership, cognitive leadership, contextual leadership, transactional leadership, servant leadership, complexity leadership, shared, collective, or distributed leadership, ethical leadership, transformational leadership, charismatic leadership and others. Avolio et al. (2009) claimed

that early leadership development work was anchored on a deficit-reduction, thus when something wrong was noted about a leader, work was initiated to correct the deficits. They argue that research has progressed beyond this. The motivations of this research are not that there is a deficit but that there may be an opportunity to be realised in studying authentic leadership in SEs, it is to be noted though that no other types of leadership fall under the scope of this study. This is supported by the claim that researchers seldom test types of leader behaviours from multiple theoretical models in the same study (Hannah, Sumanth, Lester, & Cavarretta, 2014).

Avolio et al. (2009) claimed that authentic leadership resulted from writings on transformational leadership, where some authors in suggesting that there was pseudo versus authentic transformational leaders opened the door for the separation. Hoch, Bommer, Dulebohn and Wu (2016) found that authentic leadership revealed significant construct redundancies due to its high correlations with transformational leadership and their overall similar patterns of associations with other measures. It was argued that authentic leadership was an emerging ethical or moral values based leadership form, also included were ethical and servant leadership (Dinh, Lord, Gardner, Meuser, Liden, & Hu, 2014). Furthermore, they claimed that authentic leadership was seen as a root concept or precursor to all other forms of positive leadership. Similarly, Avolio and Gardner (2005) argued that authentic leadership incorporated transformational, charismatic, servant, spiritual or other forms of positive leadership.

Toor and Ofori (2008) while aligning authentic leadership to project managers on construction projects argued that authentic project leaders were more than just good managers of projects but led people well and were visionaries. They further claimed that authentic project leaders were able to achieve real performance by creating a positive environment in their organizations. Toor and Ofori (2008) also argued that authentic leaders could be transactional, transformational, directive, or participative, and still be defined as authentic and this characteristic of being able to tap into different forms of themselves depending on context showed their competitive advantage to other types of leaders. Furthermore, they claimed that all organizations should aspire to have authentic leaders to gain a competitive edge over their competitors in the market. The interest that researchers have placed on authentic leadership will be discussed further in the next section.

2.4. Authentic Leadership

2.4.1. Authenticity

Avolio and Gardner (2005) argued that the concept of authenticity is anchored in Greek philosophy in the statement "To thine own self be true". Walumba et al. (2008) claimed that in

the emerging field of positive psychology, authenticity is defined as "owning one's personal experiences, be they thoughts, emotions, needs, preferences, or beliefs, processes captured by the injunction to know oneself" and having a behaviour that agrees with one's true self. They argue that authenticity is about saying what is really on your mind or what you are really feeling and behaving in an aligned manner. Gardner et al. (2011) then argue that being completely authentic is an ideal and that people are never completely one or the other in terms of authenticity. Leaders must then strive to be more or less authentic.

Ibarra (2015) claimed that the definition of authenticity was too rigid and provided reasoning for this argument in the figure below.

Figure 1: Argument for the rigidity of the definition of authenticity

What Is Authenticity?
A too-rigid definition of authenticity can get in the way of effective leadership. Here are three examples and the problems they pose.

Being true to yourself.
Which self? We have many selves, depending on the different roles that we play in life. We evolve and even transform ourselves with experience in new roles. How can you be true to a future self that is still uncertain and unformed?

Maintaining strict coherence between what you feel and what you say or do.
You lose credibility and effectiveness as a leader if you disclose everything you think and feel, especially when you are unproven.

Making values-based choices.
When we move into bigger roles, values that were shaped by past experiences can lead us astray. For instance, "tight control over operating details" might produce authentic but wrong-headed behavior in the face of new challenges.

Source: (Ibarra, 2015)

Ibarra (2015) argued that when research confirming how people evolve with experience and uncover things about themselves that cannot be realised by introspection alone is put against the idea of one "true self", this idea was no longer valid. Thus arguing that there was no one "true self" because people evolved over time and were influenced by their context and society.

2.4.2. Authentic Leadership

2.4.2.1. Introduction

For a leader to be an authentic leader, he or she must first attain authenticity, by being self-aware, accepting of self, acting authentically and one must have authentic relationships (Gardner et al., 2005). They further argue that a leaders' authenticity includes authentic relationships that are transparent, open and full of mutual trust with followers and associates, guided by worthy objectives and with an emphasis on follower development. Banks, McCauley, Gardner and Guler (2016) argued that at the foundation of authentic leadership is the belief that leaders are able to express their natural selves in an open and honest manner and this leads to positive and ethical work outcomes.

George and Sims (2007) claimed that authentic leaders unit people with a shared purpose while empowering them to do more, to be authentic and to create value for all stakeholders. SEs by their nature are trying to create value for all their stakeholders, whether the social value or financial value. According to Gardner et al. (2011, Table 1), there have been numerous definitions of authentic leaders or authentic leadership through the years and they provided what they had found until 2011 in the table in Appendix 2. They argue that throughout history authentic leadership was centred on similar constructs though redefined (Appendix 2 for definitions).

George and Sims (2007, Figure I.1) defined the five dimensions of authentic leadership (refer to table below) as: "(1) pursuing purpose with passion; (2) practicing solid values; (3) leading with heart; (4) establishing enduring relationships; and (5) demonstrating self-discipline". These can be seen in the figure below.

Figure 2: Dimensions of authentic leadership

Source: (George & Sims, 2007, Figure I.1)

It was argued that most of the definitions found in Appendix 2 blur the lines between transformational leadership, psychological capital, and authentic leadership, resulting in discriminant validity concerns (Gardner et al., 2011). They further argued that the rise of academic and practitioner conceptions of authentic leadership in multitudes resulted in ambiguity about what is and is not part of authentic leadership. Furthermore, the limited amount of empirical research exacerbates the problem, resulting in difficulties when assessing the claims regarding the positive effects of authentic leadership (Gardner et al., 2011).

Walumbwa et al. (2008), defined authentic leadership as "a pattern of leader behaviour drawing upon and promoting both positive psychological capacities and a positive ethical climate, to enable greater self-awareness, an internalised moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development". Walumbwa et al. (2008) based their definition of authentic leadership on four assumptions, namely positive psychological capacities, self-awareness and the self-regulatory processes, a self-based model of authentic leadership and followership and importance of leader and follower development to authentic leadership.

Walumbwa et al. (2008) then came up with four primary components of authentic leadership thus, (1) self-awareness, (2) balanced processing, (3) relational transparency, and (4) an internalised moral perspective. For theoretical parsimony, Walumbwa et al. (2008) combined the internalised regulation processes and authentic behaviour into internalised moral perspective (involving a leader's inner drive to achieve behavioural integrity) because they argued that these concepts are conceptually equivalent. They claim that these dimensions could not be set apart reliably as both have to do with displaying behaviour that is consistent with internal standards and values. These four components were then operationalised and validated through the Authentic Leadership Questionnaire (ALQ) (Walumbwa et al., 2008). The ALQ is available for other researchers seeking to study authentic leadership and later in the document, it will be shown that it was used in this study to inform the interview schedule.

George and Sims (2007) saw positive psychological capacities and a positive ethical climate as dimensions that foster the evolution of authentic leadership, and vice versa, but, these dimensions to them were not inherent components of the authentic leadership construct. Walumbwa et al. (2008) acknowledged the same in their assumptions when creating the constructs of authentic leadership, which was used in this exploration of the concept in SEs. They argued that self-awareness and the self-regulatory processes were part of both the balanced processing of information, an internalised moral perspective and relational transparency that to them were core constructs of authentic leadership. Walumbwa et al. (2008), when formulating the four primary constructs of authentic leadership saw authentic leadership reflected in an authentic and interactive relationship that develops between the leader and followers and recognised the importance of both their development to authentic leadership.

May et al. (2003) claimed that authentic leaders display a higher moral capacity to judge problems from different points of view and are considerate to the needs of different stakeholders. Some researchers deliberately omitted consideration of the leader's values and convictions from their concepts of authentic leadership, arguing high levels of moral

development or observing high standards of ethical conduct is not the end all or do all for leaders to show that they are true to themselves (Walumba et al., 2008). Steffans et al. (2016) argue that a leader's values and beliefs most of the time also represent the vision and mission of the organisation they lead, thus an authentic leader can be true to both him or herself and organisational values. Within SEs to the greater extent, the organisational values are the founder's values, and thus the leader's values if the founder is still in control. Morals and values differ, understanding this aids in objectively exploring perceptions of authentic leadership within SEs and for the researcher to disassociate from their own concept of morals and values and only report as surveyed.

Authentic leadership can be seen as a method in which authentic leaders promote self-motivation in their followers (Leroy, Anseel, Gardner & Sels, 2015). They argue that authentic leaders are not swayed by the need to protect fragile egos or their own status, neither do they feel threatened by followers, but they promote follower autonomy, do not hide hard truths and are honest when providing work-related feedback to their followers. These characteristics were investigated in this study by trying to understand if these are experienced within SEs.

Avolio and Gardner (2005) argued that others do not describe authentic leaders as charismatic but they build lasting relationships, work hard, and lead with purpose, meaning and values. (Shamir & Eilam, 2005) claimed that authentic leaders do not necessarily use the term leader to define themselves; the role of the leader is actually a central component of their self-concept. They posit that authentic leaders use other terms and provided the example of "freedom fighter" Mandela, 1994, but explaining that the terms themselves imply a leadership role, and that they think and act at all times in terms of that role'.

Ibarra (2015) argued that people expected authenticity to be the cure to a single model of leadership but it was limited in its cultural specificity in that when one critically analysed how leaders were taught to discover and demonstrate authenticity it revealed that it was an American notion based on ideals such as self-disclosure, humility, and individualistic triumph over adversity. Furthermore, she argued that finding authentic ways to be effective was more difficult in a multicultural environment. This entangled managers from cultures with different norms for authority, communication and collective endeavours, into a dilemma because they had to behave inauthentically in order to conform to these ideas of authentic leadership (Ibarra, 2015). Thus, leaders often had to choose between what was expected and therefore effective in the circumstance and what felt authentic (Ibarra, 2015).

Emuwa (2013) reviewed authentic leadership literature and claimed Walumbwa and his colleague's 2008 defined four dimensions of the authentic leadership have become the

accepted definition of authentic leadership constructs. She argues that these constructs are necessary for an individual to be thought of as an authentic leader, thus these have been used within this research.

2.4.2.2.   Self-awareness

Gardner and Schermerhorn (2004) explained that self-awareness has to do with knowledge of one's emotions, values and beliefs, coupled with knowing one's strengths and weaknesses. Walumba et al. (2008) claim that self-awareness is showing an understanding of how one derives meaning from the world and in the long-run, those meanings become processes that influence the way one sees themselves. Shamir and Eilam (2005) argued in a similar manner that leaders were authentic to the degree that they act and justify their actions on the basis of the meaning system that has been provided by their life stories. Furthermore, they claim that a leader's life story mirrors the degree of self-knowledge, self-concept clarity, and person-role merger he or she experiences, and this gives followers clues for assessing the leader's authenticity. This clearly implies that leaders are informed by their life experiences. Ibarra (2015) then claimed that individuals, whether conscious or unconsciously, allowed the stories or images they painted of themselves to guide them in new situations and disregarded that stories become outdated as people grew and it was necessary to change our stories depending on new experiences.

Walumba et al. (2008) claimed that self-awareness is about understanding your strengths and weaknesses as a person, knowing each person has different sides, learning about one's self from interactions with others and constantly being aware of the impact one has on others. Emuwa (2013) agreed in asserting that self-awareness is about leaders' knowledge of their own mental state, how they see themselves as well as how others see them as a leader. Avolio and Gardner (2005) argued that authentic leader's key differentiator is that they know where they stand on important issues, values and beliefs and that they are anchored by a deep sense of self. Furthermore, they claim that authentic leaders do not waiver from their course, convey these often times through actions, and not just words what they represent in terms of principles, values and ethics.

Shamir and Eilam (2005) that authentic leaders are originals and not copies argued it, this does not imply uniqueness or that they are very different in their personalities, values, convictions, causes or missions but they did not imitate anyone in the process through which they have arrived at these convictions and causes. Shamir and Eilam (2005) claimed that authentic leaders have internalised their convictions based on their own personal experiences and they do not hold their values to be true because these are socially or politically appropriate,

but because they have experienced them to be true. Even though the leader values are internalised, Shamir and Eilam (2005) agreed that by virtue of being social beings, leaders are of course influenced by societal norms and values, parental and peer socialization, schooling, role models, and other social influences.

2.4.2.3. Balanced processing

Balanced processing in some literature is referred to as positive self-regulation, which is about being able to apply self-control by establishing internal morals, assessing the differences between these morals and potential or actual outcomes, and eventually being able to find solutions to resolve the differences (Gardner & Schermerhorn, 2004). It is argued that balanced processing refers to leaders exhibiting characteristics of being able to analyse objectively all relevant data, from solicited views of others that challenge the leaders' position, before making a decision (Gardner et al., 2005). Avolio and Gardner (2005) went against the argument that authentic leaders and followers are free of cognitive biases, but claimed that authentic leaders are inclined and able to consider multiple sides of an issue and multiple perspectives as they assess information in a relatively balanced manner.

2.4.2.4. Relational transparency

Emuwa (2013) argues that relational transparency is about personal disclosures, exhibiting who one truly is, sharing information openly and conveying true opinions and motives. This is then about how the leader manages personal relationships internally and externally from the organisation. An authentic leader then must in theory "wear his heart on his sleeve" in a way. He or she must convey the "true self" in dealings with people. Ibarra (2015) then claimed that being utterly transparent and disclosing every single thought and feeling was both unrealistic and risky because the leader could lose credibility and effectiveness within the organisation by disclosing everything they thought and felt.

Ibarra (2015) argued that many authentic leaders had problems with delegation and communication due to the leaders struggle to find a mix of distance and closeness with their followers. She explained that authoritative leaders honoured their knowledge, experience and expertise over their teams and maintained a distance with them, while approachable leaders emphasised their relationships with people, people's inputs, and their perspective and led with empathy and warmth. It was thus argued that finding a balance is an acute crisis for authenticity and people who are true to self and their behaviour either or (Ibarra, 2015).

2.4.2.5. Internalised moral perspective

Internalised moral perspective is about self-regulation that is internalised and integrated into the person's character (Gardner et al., 2005). They argue that this is directed by personal moral standards and values and not the group's values or organisational and societal pressures, resulting in decisions made. The leader must collect all pertinent information before making a decision and use his own moral code to decipher this information.

Ford and Harding (2011) on the other hand claimed that internalisation of core organisational values, in cases where a person's authenticity and organisation were intertwined, breads authentic leaders and their followers who are unable to differentiate the self and the organisation. Furthermore, they argued against the idea that authentic leaders could display one's self differently to different audiences and remain authentic, as long as they were not motivated by the need to manipulate but to reflect accurately aspects of the leader's inner self. They claimed that the authentic leadership model was based on leaders and followers forgoing their subjectivity to that of the collective of the organization, and that when they look inwardly they see core organisational values, which in fact makes them inauthentic (Ford & Harding, 2011).

Hannah et al. (2014) criticised authentic leadership and other newer genre theories by claiming that the subjectivity of leadership measures being placed "in the eye of the beholder" could potentially create dysfunctional outcomes. They argued that even though it includes a clear element of morality, it was not prescriptive enough because anybody even unethical groups like gangs could rate their leader's actions as ethical because they met the codes and morals of the group, despite the fact the general population outside of the group largely thought those actions to be unethical. What is believed to be ethical behaviour varies across groups, communities and even societies and thus Hannah et al. (2014) agreed that it would be impossible within research to prescribe what specific behaviours constitute living one's personal life in an "ethical manner" and generalize across contexts.

Johnsen (2018) argued for the assertion that both the values of the organisation and the values of the authentic leader have to be considered when one is making decisions. She contested the claim that authentic leaders were good (thus ethical) just because they remained faithful to their core values, but instead she pointed to the idea that some leaders used their core values to justify morally questionable decisions. Johnsen (2018) further argued that an adequate concept of authentic leadership should be formulated that considered how ethics could occur when the authentic leader is able to critically reflect his or her own value-commitments and call it into question. Leaders must be able to see how values can make oneself blind to ethical considerations (Johnsen, 2018). She then posited that an authentic

leader did not unconditionally commit to values or place his or her faith in the ethical force of the moral compass but an authentic leader was in danger of values and this did not make them morally responsible.

2.4.2.6. Authentic follower

According to Leroy et al. (2015), authentic followership is the process in which followers experience autonomous motivation. They argue that authentic followers are growth-oriented individuals that have an open attitude toward role demands that challenge their capacities, identities, or values and are not defensive to the same. Furthermore, they claim that authentic followers do not have to protect a fragile ego as they possess a stable self-esteem, welcome negative feedback and are less likely to be frustrated when needs are not met as they are satisfied by their work.

Shamir and Eilam (2005) made three claims about authentic followership. Firstly they claimed that authentic followers were not coerced and did not follower due to normative pressures or the expectation of personal rewards but rather shared the leader's, beliefs, values and convictions, the leader's concerns, and the leader's definition of the situation. Secondly, Shamir and Eilam (2015) claimed that these followers exercise their own independent judgment about the leader and his or her actions as well as have a realistic view of the leader's strengths and weaknesses and do not follow him or her blindly. Lastly, they claimed that followers who authenticate the leader, judged the leader's behaviours as being consistent with his or her beliefs, values and convictions. These claims were considered within this study when analyzing the perceptions of the followers.

2.4.2.7. Authentic Leadership Perceptions

Gardner et al. (2005) argued that followers authenticate a leader or perceive a leader as authentic, when they see consistency between who they are and what they do. Hannah et al. (2014) claimed that followers could not directly observe many antecedents, such as a leader's levels of moral development, but could only infer such through a leader's decisions and behaviours. It was argued that when followers see the leader being self-aware and transparent in making a decision while displaying integrity and a commitment to core ethical values, trust for the leader forms and in turn the followers behave authentically and an ethical culture is formed within the organisation (Gardner et al., 2005). They argue that these interactions result in an authentic relationship where the authentic leader and authentic follower both understand who they are as individuals and how their interactions affect each other.

Steffans et al. (2016) claimed that leaders of a group are seen as more authentic to the same degree as those same leaders are true to the group's shared identity. Thus arguing that leaders who put the interests of the collective before their own were more likely to be seen as an authentic leader.

Jensen and Luthans (2006) claimed that leaders who were more hopeful, optimistic and resilient, thus had psychological capital, saw themselves as having greater authentic leadership. While Tate (2008) argued that, the differences between self and other provided ratings of perceptions of leadership found in cross-sectional research increase over time, providing evidence that there may be a difference in perceptions from leader to follower.

It was argued that authentic leaders do not take on a leadership role for status, honour or other personal rewards but are lead from a conviction, have a value based cause or a mission they want to promote, and engaging in leadership aids in promoting this cause or mission (Shamir & Eilam, 2005). Similarly as argued before, social entrepreneurs often undertake an economic activity to serve a purpose or to make a difference.

Dey and Steyaert (2016) argued that existing research was based on the assumption that social entrepreneurship was at the service of the common good and in so doing exhibited a synergetic relationship with ethics. This argument provides evidence that most researchers view social entrepreneurs as ethical. Against this logic, Dey and Steyaert (2016) claimed this interpretation of social entrepreneurs was misleading and tended to make ethics more real by seeing social entrepreneurship as wholly authentic but for them they felt that social entrepreneurship was a deeply contradictory endeavour. They further argue that the problem lies in research approaches that conceive, either implicitly or explicitly, the ethics of social entrepreneurship as an innate property of the authentic individual, but instead they argued that ethics of social entrepreneurship is not a given but is an ongoing struggle to becoming an ethical subject. To adopt ethics as a property of the individual you tend to mask the complex ethical decisions and dilemmas that lie at the heart of social entrepreneurs' mundane reality (Dey & Steyaert, 2016). This argument promotes the desirability of this research in linking the constructs of Social Entrepreneurship and Authentic Leadership to each other.

2.5.   Conclusion

Social entrepreneurship is in its second level of maturity but there is a lack of managerial or leadership research in this field. Research must place more weight on other themes and add new topics in order to develop the field of social entrepreneurship. There are tensions that exist in SEs due to pursuing multiple competing goals that may cause ethical and moral

dilemmas. Leaders in SEs have problems saying who they are and what the collective in the organisation stands for.

Many types of leadership exist. Authentic leadership constructs were derived from transformational leadership and there are significant overlaps in constructs. Authentic leadership is similar to servant and ethical leadership in that they are all emerging ethical or moral values based leadership forms. Authentic leadership is also seen as a form of positive leadership among others like transformational, charismatic, servant and spiritual leadership and authentic leadership is seen to have merged all these other types of leadership into what it is.

Authentic leaders promote self-motivation in followers, do not feel the need to protect fragile egos, are not threatened by followers with potential, promotes follower autonomy, do not hide hard truths and provide honest work-related feedback. Authentic leaders are not described as charismatic by others and do not always use the term leader to describe themselves.

The construct of self-awareness is about the leader understanding his or her strengths and weaknesses and how they see themselves as well as how others see them. The authentic leader displays self-awareness, does not imitate others, and have internalised their convictions based on their own personal experiences. Balanced processing is about how a leader is able to apply self-control by using internal morals. Due to this, an authentic leader analyses objectively all relevant data from views solicited from others that are different from his own before coming to a conclusion. In terms of relational transparency, it is about a leader having open transparent relationships, thus a leader shows who he or she truly is. The last construct internalised moral perspective is about self-regulation where one uses their own moral campus to make decisions and does not use the group's values.

Authentic followers experience autonomous motivation and share the leader's beliefs, values and convictions. Authentic leadership perceptions hence exist when followers see consistency between who the leader is and what they do. Similar to social entrepreneurs, authentic leaders are motivated to take on a leadership role by their convictions, having a value based cause or mission and are not led by status, honour or personal rewards. Because complex ethical decisions and dilemmas are the day to day for a social entrepreneur, it becomes problematic to authenticate social entrepreneurs as ethical; hence, it is desirable for research to link the constructs of social entrepreneurship and authentic leadership.

Authentic leadership research has been predominantly to extend and link theory. Some researchers have found that in social entrepreneurship research there is a noticeable absence

of managerial theory pillars, such as a resource-based view, leadership or configurations. A number of researchers have shown that authentic leaders promote development and meaningful work of followers that result in increased levels of trust, well-being and engagement among followers. They also revealed that the authentic leader also contributes to a sustained and genuine performance of followers.

Social entrepreneurship research that uses case analyses of organisations have shown that social entrepreneurs address multiple stakeholder demands successfully but there are limited studies done on the management of such demands and them researchers argued a need for future research studying the characteristics of leaders who are able to manage these paradoxical tensions.

Some researchers had highlighted that there is increasing evidence of the role of authentic leadership in improving followership but there is limited knowledge about the factors that influence whether followers perceive leaders as authentic leaders.

A study had shown that the concept of authentic leadership because of its nature was relevant to social entrepreneurship research because social entrepreneurs also had to do with the well-being of others. However, authentic leadership has not been explored in depth in SEs and the aim of this research will assist to fill this gap and link social entrepreneurship construct to authentic leadership.

CHAPTER 3: RESEARCH QUESTIONS

3.1. Introduction

Below are presented the research questions utilised during this study. Due to the limited knowledge available of the presence of authentic leadership in social enterprises, the research questions were developed to explore authentic leadership in social enterprises.

3.2. Research Question 1

Research question 1: What are the leaders' perception of authentic leadership in social enterprises?

3.3. Research Question 2

Research question 2: What are the followers' perception of authentic leadership in social enterprises?

3.4. Research Question 3

Research question 3: What are the similarities and differences between authentic leadership perceptions among leaders and followers in social enterprises?

3.5. Conclusion

This research aimed to provide an understanding on whether authentic leadership is part of the organisations studied, while investigating what perceptions leaders have of their own authenticity and what opinions employees have in regards to the authentic leadership within the organisation.

CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1.   Introduction

This chapter provides the methodology used within this research. A qualitative exploratory approach was followed and the research design, sampling method and data analysis methods that reinforced this approach are discussed below.

4.2.   Research Paradigm

The philosophy of social constructivism was adopted. Social constructivism is seen as an approach to qualitative research and social constructivists have assumptions that individuals seek understanding of the world where they live and work (Creswell, 2009). The research has the goal, to the larger extent, to rely on the participants' views of authentic leadership and the questions posed during the interviews will open-ended as (Creswell, 2009) claimed that this is to allow the researcher to listen cautiously to what people say or do in the context of the constructs.

4.3.   Research Design

A case study design was utilised for the purpose of this research. Creswell (2009) argued that case studies are a form of qualitative research strategies where a researcher's exploration of a program, event, activity, process, or one or more individuals, is an in-depth one. During the course of the study, the researcher accessed four SEs and interviewed their leaders and a few of their employees to gain an understanding of authentic leadership in SEs. Gardner et al. (2011) claimed that there was no particular method for collecting data that was favoured, some researchers opted for focus groups, some case studies, some interviews, some narrative analysis, and some used participant observation. As authentic leadership was being explored, the use of case study design adequately provided the basis to allow the researcher to get different points of view of the same phenomenon.

4.4.   Choice of Methodology

This study applied a qualitative approach. Creswell (2009) argued that qualitative research is how one can explore social or human problems in order to understand the meanings that individuals or groups assigned to them. Gardner et al. (2011) called upon researchers to utilise a multitude of other types of methods, like experimental designs, implicit measures, and

qualitative methods when studying authentic leadership in order to benefit from their usefulness.

Sassmannshausen and Volkmann (2016) showed that multiple authors have argued that one cannot doubt that narratives and or other forms of qualitative research are important tools to improve our understanding of social entrepreneurship in academia, when applied properly. They argued that the social entrepreneurship field is not ready for large-scale quantitative studies as it still lacks sufficient foundations and instead research should make advancements in methodologies incorporating improved theoretical sampling, narratives, interviews, and case studies to improve the field. This is why this study is a qualitative study to build on the body of knowledge of social entrepreneurship to assist in future empirical research.

The study was exploratory in nature. Jensen and Luthans (2006) argued that exploratory studies were required in future research as the first step towards better understanding the emerging concepts of authentic leadership within the context of newer, small businesses. The concept of SEs though not new, the field is still in the process of maturity as argued in the literature review and studying authentic leadership in SEs was relevant.

There is limited information available in the literature on the leaders in SEs and there is some information available on employees in SEs but while studying the literature for this study, there were no articles found that investigated authentic leadership in SEs.

The research approach that was adopted in this research is an induction approach not based on theory. The period of the research was cross-sectional, at a specific point in time, due to limited allocated time and available financing. Collection of data was through semi-structured interviews using an interview schedule with open-ended questions.

4.5. Population

The population included leaders and employees of established social enterprises in Johannesburg, South Africa. The list of the entire population of established social enterprises was difficult to attain, as many social entrepreneurs do not qualify themselves social entrepreneurs or they had not registered onto available databases.

4.6. Unit of Analysis

The unit of analysis of this research were the individuals who participated in this research. The research aimed to understand the perceptions of authentic leadership in social enterprises of leaders and followers. Individual in-depth interviews were carried out on leaders of established

social enterprises and their followers to gain an understanding of perceptions as well as see the similarities and differences.

4.7. Sampling Method and Size

Non-probability purposive sampling was used. More specifically judgment sampling, a form of purposive sampling, where a researcher uses their judgment to select participants that he or she thinks will provide the best answer to the research questions and stay within the aims of the research will be used (Saunders & Lewis, 2012, p.138). Leaders who self-identify as social entrepreneurs were approached to participate in the study who then identified their employees.

Four companies participated in this study. Company 1 included the leader and two employees. Company 2, 3 and 4 all included a leader and three employees. In total 15 individuals were sampled for the purpose of this study.

4.8. Measurement Instrument

Interview schedules with open-ended questions and guiding points were used to collect primary data from individuals within the sample. Interviews were conducted separately with leaders and followers of established social enterprises. The instrument used for this study was the interview schedule designed to include the following:

- The research introduction to provide participants with a clear understanding of the reasons for the study and its benefits to them.
- Qualifying questions about the participants to gauge their suitability for the study and to be used as a control to exclude unsuitable candidates.
- Further questions were included resulting from the constructs identified in the literature review and following research questions. Additionally, the Authentic Leadership Questionnaire (ALQ) by Avolio, B. J., Gardner, W. L. and Walumba, F. O. done in 2007 was accessed from www.mindgarden.com. The authorisation to use the ALQ was obtained (appendix 8). The ALQ was used to inform the interview schedule and to prompt the researcher on additional questions to ask that may not have been addressed from the answer provided in the original question addressed per section of the interview schedule.

Two separate interview schedules were developed for the purpose of this study. The first interview schedule, aimed at obtaining the perceptions of authentic leadership from the leaders (self-categorisation) (appendix 5). The second interview schedule aimed at obtaining

the perceptions of authentic leadership from the followers (appendix 6). The ALQ was used in both cases to inform the interview schedules.

4.9. Data Gathering Process

Semi-structured interviews using an interview schedule were used to collect primary data to ascertain individual's perceptions of authentic leadership in social enterprises. Hsieh and Shannon (2005) argue that if data is collected primarily through interviews, open-ended questions might be used together with targeted questions about the predetermined constructs. This research took this direction. Four companies participated in this research, which has been identified as individual case studies. Face to face meetings and a few voice calls were employed to collect data. The participants were informed of the confidentiality and anonymity issues and the exact use of the findings from the study.

4.10. Analysis Approach

Though the constructs of authentic leadership have been tested and validated, in the search for literature there was little done in SEs. Due to this, a qualitative conventional content analysis approach was adopted during the data analysis phase. According to Hsieh and Shannon (2005), the qualitative content analysis is among many types of research methods (e.g. ethnography, grounded theory, phenomenology, and historical research) used to analyse text data. They claim that qualitative content analysis in research is the subjective interpretation of text data by researchers through systematically codifying and identifying themes of patterns in the data. Wahyuni (2012) argues that qualitative content analysis is the same as the thematic analysis of data.

ATLAS.ti was used to assist with the qualitative data analysis. Documents on each company were grouped as a case study within ATLAS.ti. A codebook was created deductively from literature and entered into ATLAS.ti. Each document was coded separately and reports were downloaded per document group or per case study. An excel spreadsheet was then created per case study from the report in order to view side by side the leader responses next to the follower's responses. Perceptions of the leader and perceptions of the followers were analysed per case study and later compared.

A subset of qualitative content analysis is a conventional content analysis, which is used in studies aimed at describing a phenomenon (e.g. the emotional reactions of hospice patients) (Hsieh & Shannon, 2005). The selection of this type of analysis was also been based on Hsieh and Shannon's 2005 argument that conventional content analysis is appropriate for studies where research literature or existing theory on a field of study is limited, like in this particular

case of authentic leadership as perceived in SEs. Qualitative conventional content analysis (thematic analysis) was used to answer research questions one and two.

To answer research question three, the constant comparative method of data analysis was used. Wahyuni (2012) argued that constant comparative method, that extracts themes from text similar to thematic analysis but more focused on describing the variations in different circumstances of a social phenomenon, is the preferred method if a research aims to show the overarching experiences between the case organisations or individual participants. This was then used to understand the similarities or differences in perceptions of authentic leadership in SEs.

4.11. Limitations

The following limitations were identified:
- Purposive sampling was used instead using the researcher's judgement. The researcher was able to identify the leaders of the four organisations through her networks, but the leaders of the organisations selected the followers to be interviewed. This self-selection by the leader may have skewed the results as the followers' relationships with the leader may have influenced the results.
- Time constraints affected the number of participants in the research. Some companies were approached but the schedules of the leaders did not allow for participation as their availability was too close to the deadline of the study completion.
- The study was done using a cross-sectional period, which limits the results to a static view. Each company within the study was at different phases in its life. Organisational relationships tend to evolve as time passes and perceptions may change. This study only provides perceptions at one point in time. Hoch et al. (2016) claimed that longitudinal research was the best way to assess the impact of various leadership forms and through that, a contribution to academia's expanded knowledge of behavioural, attitudinal, and relational perceptions effects of the new leadership forms.
- The sample was only dependent on the researcher's judgement and in some cases organisations that self-identified as social enterprises. Though the participating organisation were in predominantly different industries, the majority were self-identified as social enterprises.
- The theory of self-categorization played a part in this research and the idea that people tend to rate themselves favourably may have affected the leaders' perception results.

- The participants in this study may have brought in error depending on the relationship they have with the leader of the organisation, which may threaten reliability. The participant biases may have influenced the results, they may have said what they think their leader wants them to say, or they may have shone a poor light on their leader by not providing accurate information.

4.12. Conclusion

This research did not aim to generalise but to add to the already existing knowledge of social entrepreneurship and authentic leadership. It has not been designed as an empirical study as seen in the methodology. The research was designed to allow for an understanding of the perceptions of authentic leadership in SEs.

CHAPTER 5: WITHIN CASE ANALYSIS

5.1. Introduction

This chapter will highlight the results from the semi-structured interviews carried out within four case studies that represent an individual company. Descriptions of the four companies whose leaders and employees participated in this study have been provided in section 5.2 below. The case studies have been organised per participating organisation. Each case study includes one leader and three followers except for Case Study 1 that only had two followers who took part in this study. The results of the study are provided per case study below.

5.2. Description of the Sample

Table 3 below provides a brief description of the organisations and the titles of the individuals interviewed.

Table 3: Case studies analysed in this study

TITLE OF CASE STUDY	DESCRIPTION OF ORGANISATION	TITLES OF INTERVIEWEES
Case Study 1	A social enterprise operating in the unemployment space.	Leader 1 Follower 1 Follower 2
Case Study 2	Christian social enterprise operating in the sustainable micro-beekeeping industry.	Leader 2 Follower 1 Follower 2 Follower 3
Case Study 3	Is an enterprise development organisation operating social enterprises in the health sector.	Leader 3 Follower 1 Follower 2 Follower 3
Case Study 4	Is a social enterprise that operates as a society for the health professionals in the health sector but more specifically in the HIV sector.	Leader 4 Follower 1 Follower 2 Follower 3

5.3.   Case Study 1: Social Enterprise in alleviating unemployment

Case Study 1 is a social enterprise that is giving unemployed graduates opportunities to show and improve their skills by putting them in a real-life working environment. The programme prepares future talents for over a period of two years in different industries and under different mentors to find their individual shortcomings and assist them to gain professional training to enable them to be eligible for the job market. It is fully dependent on private funding. The demographics for case study 1 included a non-South African male leader and two South African female followers. Below are the perceptions of Leader 1 and his followers.

5.3.1.1.   Self-awareness

Leader 1 was quite self-aware in understanding his strengths that were similar to those perceived by his followers. He showed understanding of how one derives meaning from the world when he spoke about having a creed that he lives by which is:

Trust the process.

Having been born and raised in the Netherlands and been educated through the child of the world education, a very holistic type of education where nature cares for nature, had informed the leader into what he is today as he had explained.

While discussing the impact one has on others, Leader 1 iterated a story about how all too often corporations sit in their towers devising solutions for the poor without consultation. He was explaining that business often wants to impose solutions on people. He felt that there must be an understanding that everything done has impacts on people, co-designing with the people that you want to help or are working with must be done at all levels. This fully shows that Leader 1 understood what impacts one has on others. What was interesting though was when he spoke about his interactions with a previous employee in how his behaviour had made her uncomfortable, in what he thought was normal, within South Africa it was not. That sense of cultural sensitivity was still to be learnt.

In terms of impact one has on others, Follower 1 felt that, largely, Leader 1 understood how his actions affected others, but she felt that lines were blurred when he did not understand the culture of South Africa. She said:

He does understand, although sometimes, because he is too friendly, and he is too giving, I often worry that it could be misinterpreted, and I always put him in check with how he is, especially towards women because he is so kind you know a gesture here

and there. Other people will see it as something offensive, like, "why are you touching me?" Therefore, it is things like that which for him it is a little bit bizarre because where he comes from; it is how things are done.

Follower 2 felt that Leader 1 was aware of how actions affect others but sometimes his practice was not perfect and he needed to be made aware of the impact in order to adjust his behaviour. She justified this by explaining what happened when Leader 1 had told her his plans for her to take over his job one day, she explained:

It is only after Follower 1 realized something was up with my behaviour that she sat me down and said that, "I can sense that there is something up with you, what is going on" and I offloaded. She was like, "you realise that you need to sit him down because sometimes he does not realise what his actions are imposing on other people". Then, when I sat him down and I told him, he realised how his actions sometimes impact other people. Sometimes he just needs a good talking to.

When asked about strengths and weaknesses, Leader 1 explained his strengths as seeing potential in people and helping them achieve their goals, which was consistent with the two followers and is further proof of Leader 1's awareness. Leader 1 said this about his strengths:

I think my strength is that, I see potential in people where others do not see it and that I am able to provide the tools to those individuals to see their own strengths in a way that they actually afterwards think they did it themselves and I am happy with that.

Leader 1 felt that his weaknesses lie in being poor at delegation as he explained that he spends a lot of time fixing problems himself instead of teaching the person involved. Poor delegation skills was a common theme that occurred within the interviewed leaders. He summed this problem by saying:

I think that is a bigger problem of delegating that many entrepreneurs face.

Follower 1's perception of Leader 1's strength was consistent with the leader in that he believed everyone had potential. She added the strengths of very academic, work at high levels, strategic, good at business deals and analysing the business. She cited his weaknesses as his tendency to speak in technical terms all the time where people cannot understand him. She explained:

People grapple with understanding him, because he's always high end with everything; what I always try to get him to do, is to break things to simplicity.

Follower 2 felt that Leader 1's high level of intelligence, his empathy towards people, his ability to take criticism well, his tendency to not be shy to ask for help and his ability to identify strengths in other people well were his strengths. The ability to identify strengths in other people was interpreted as the ability to see potential in people, which is consistent with Leader 1's perception. She felt that his weakness was his inability to simplify complex issues and his inability to read people's reactions when communicating his thoughts. She said:

He has one of the sharpest minds I have ever met. His empathy. However, I think one of his weaknesses is his inability to explain complex issues, like to simplify complex issues. However, a strength at the same time, as defensive as he is, he does take criticism very well. Another strength is that he is not shy to ask something when he does not get it. He identifies people's strength and then he uses them to the betterment of the company or even himself sometimes.

Leader 1 understood his strengths but may not have been aware of what his followers perceived as his weakness.

On the topic of re-evaluating his position on important issues, Leader 1 said:

I am a bit of a cow, you chew and you re-chew.

This statement providing proof that perceived himself as a person to re-evaluate his position on important issues. It was not all positives for Leader 1; he was honest in saying that when people challenged him, he was at first defensive and never gave in straight away. After a day, he would concede if he were wrong. The followers' perception of Leader 1's defensive nature were consistent with the leader's perception, but felt that he was considerate to people's viewpoints when making decisions.

Follower 1 recounted a story about a time she challenged Leader 1's position on revenue streams for the organisations. She had felt that the company needed to add to their revenue streams since the one they had was just helping them survive. As this revenue stream was the core mission of the organisation, the leader was reluctant to refocus but was eventually convinced to change his position. Follower 1's perception was consistent with Leader 1's perception. She concluded by saying:

It takes a lot of convincing for him to change his mind or to re-evaluate things because when he says, and he thinks that something is this way, and it will be that way unless you challenge him.

Follower 2 felt that Leader 1 listened to inputs from others and re-evaluated his position on important issues. Follower 2's perception was also consistent with Leader 1's perception. She justified her perception by telling a story of how he had changed his mind about hiring her an intern when she explained that it was not needed and the organisation did not have the financial resources to hire new people.

5.3.1.2. Balanced Processing

In terms of balanced processing, there are a few points that were being tested. Leader 1 highlighted his ability to analyse objectively all relevant data from solicited views of others that challenge the leader's position before making a decision. Leader 1 confirmed that he solicited opposing views and Follower 1 agreed and added that Leader 1 was a passionate man, which implied that even though he asked for different views he passionately argued his point. Follower 2 countered to say that Leader 1 did not solicit views directly but the relationship the leader had created of openness allowed her to offer up her views without fear.

How these opposing views are handled determines the leaders fit within the construct that feeds into the leader's authenticity. In terms of handling opposing views, Leader 1 was aware of his defensive nature, but was open to opposing views as long as they are within the bounds of work to be done and was not too farfetched. Leader 1 said:

Coming back to the analogy of the bird in the frame, when the opposing views are within the frame I am very flexible. When the opposing views go out of the frame I am very hard, and I think that is a two-sided coin; I am very flexible if people say the bird has to be blue or if you think it is better to be red. However, you now want to make the bird a lion then, no.

Follower 1's perception was consistent with Leader 1's perception in that he was defensive at first with opposing views but only needed time to analyse the information and eventually would find a middle ground and make decisions. She said:

He is very passionate about the things that he believes. It is not easy for him. Sometimes he takes it too personally, but he gets over himself after a while and re-evaluates things. So, part of why he does that, I have gotten to understand that he

might not agree with you at the point, because he still needs time to process everything and he will get back to you in a day or so and revisit the conversation again and see if they could be a middle ground.

Follower 2's perception of opposing views was consistent with Follower 1 and Leader 1's perception. Follower 2 said this about Leader 1:

He is very headstrong; I will not lie, but at the same time not shy to criticism. He accepts it. I am not sure if he implements it all the time but he tries to. He does get defensive. I think he handles opposing ideas very well. If anything, I have realized, he tries to combine the two, his idea because everybody wants their idea included.

Largely everyone is in accord in regards to this matter that the leader is not perfect but is consistent in his reactions to his opposing views.

5.3.1.3. Relational Transparency

Leader 1 put a lot of emphasis on follower development. He spoke about how he had worked with someone still college but upon completion, he encouraged her to seek a job within her field, as she could not grow in the organisation. Ultimately, he hired Follower 2, a fresh graduate that had room to grow and develop in the organisation. Follower 2' perception was consistent with Leader 1's perception that he was a developmental leader and was quoted as saying:

He has become like a mentor, he gives people the opportunity to shine in what they know best, and sometimes throwing people in the deep has made a lot of us grow.

Leader 1 explained that he was not a stranger to providing bad news to his employees, especially where they overstepped his or the company's boundaries, then he was harsh and fired them immediately. On the other hand, he did not micro-manage and often provided small outlines for employees and left the how to their discretion. With junior employees who were not able to deliver, instead of reprimanding them, he took on the work and did it himself. There is a sense that Leader 1 is sensitive to who the individuals are within the organisation and may adjust information accordingly by giving juniors a gentle approach. Leader 1 felt he did not hide hard truths.

Follower 1 explained that she felt Leader 1 was forthcoming with hard truths and often sugar-coated his speech to not sound harsh. Follower 2 then went on to confirm this but offered an

adjustment to the rule to say that the sugar coating was dependent on the information. For her, hard to swallow information of a personal nature was often sugar coated, but company information like lack of financial resources was offered directly. Thus within Case Study 1 it was found that Leader 1 was open with information. The follower's perceptions were consistent with Leader 1's perception. Follower 2 said this about Leader 1:

He is generally very honest, I like that he does not hide things from us.

The cultural differences between the leader and the followers offered points of disparity. Understanding this, the leader offered up how he went about seeking advice to improve relationships with others. He felt that he did seek feedback, but often was defensive towards those closest to him. Leader 1 explained that even though he was very receptive to feedback, he did not always take if it will change his behaviour. This is interpreted, as he wanted to remain true to himself and to who he was. Leader 1's perception is that he sought advice to improve relationships.

In terms of sharing thoughts, emotions, needs, preferences, beliefs, Leader 1 simply said:

I embrace my emotions fully and I am not ashamed of it.

Leader 1's perception was that he openly shared his emotions. Follower 1 felt that Leader 1 was extremely open with his emotions. Follower 2 also felt that Leader 1 openly shared his emotions with the team, and sometimes too much sharing occurred. She said this about the leader:

Sometimes I feel like he over shares. That is how open he is to that.

Both follower's perceptions were consistent with Leader 1's about sharing emotions, which implied open relationships.

Though Leader 1 did not touch on this point of egos within the organisation, Follower 1 explained that before Leader 1 employed a person, he dealt with egos at the interview. As part of the selection process, Leader 1 ensured that egotistical people were not part of the organisation. Follower 2 was not sure, how Leader 1 dealt with egos but explained that from her perception, Leader 1 did not pay attention to egos, she said this about Leader 1:

He is the type to say, "This is what's going on. Here are the facts. This is what I'm here to do I get that done and that is it".

Follower 1 and Follower 2 both perceived that Leader 1 did not feel a need to protect fragile egos within the organisation.

On the topic of follower potential, Leader 1 expressed that one of his followers showing potential to one day take over his job would make him happy. He felt that he encouraged his follower's every day but the followers were actually scared of their own potential. He explained his feelings as such:

> *I encourage them every day yeah, but they are all scared of it. My personal ambition in the next two years is to have somebody else leading the company with me just being the senior partner.*

Follower 1 felt that Leader 1 would support someone who was showing potential. Follower 1 and Leader 1's perceptions are aligned in terms of follower potential. She explained similarly of Leader 1's future ambition for the organisation by saying:

> *He would support that. That is what he essentially wants, to build a person up to that position where someone can take over and he does not have to steer the ship.*

Follower 2 felt that Leader 1 was excited when he saw potential in his followers and encouraged it. She explained that her leader had recently informed her that she was in line to take over his job and had since started grooming her to become MD one day. Follower 2's perception of how Leader 1 dealt with follower potential was consistent with Leader 1's perception.

5.3.1.4.   Internalised Moral Perspective

Leader 1 as the sole director in the organisation felt he made decisions on his own but provided opportunities for the followers to make smaller decisions within the bounds of their work. Leader 1 was honest in revealing that his decisions were not always based on core values but were bound by the purpose of the organisation. Leader 1 said:

> *I think about striving for the highest level of quality is a core value and staying true to the purpose of the company which is to become a financially sustainable business it means that you must be cost beneficial, cost-effective in every decision that you make, in that sense, yes. It might sometimes come at odds with the need of wanting to share or help people that are in complete distress.*

Leader 1 felt he did not make decisions based on his core values. Follower 1 did not hesitate in saying that she thought Leader 1's decisions were based on his own core values. Follower 2 was the moderator between the two chains of thought. She felt that Leader 1 based his decision on core values but with the goal of helping people. She said:

> *Yeah, but I know that his main thought or direction is always towards helping people. I have realized that most of the decisions he makes are actually geared towards helping somebody else. Always empowering somebody else.*

Even though Leader 1 felt he did not make decisions based on his core values, his follower's perceptions were not consistent with his own and they felt he made decisions based on his core values.

In terms of ethics, Follower 2 provided insights into the ethical culture within the organisation. When asked if her leader makes difficult decisions based on high standards of ethical conduct, she replied that her leader mentioned ethics frequently. When she wanted to remove certain parts of their process, he said no, to which she replied:

> *I am like yeah, you are really a sociologist at heart.*

Follower 2 felt that Leader 1 was ethical in his conduct and promoted an ethical culture within the organisation. In terms of Leader 1 promoting others to take positions that support their own core values, Follower 2 said about Leader 1 that he respects the fact she believes in God and had never criticised her beliefs. She felt Leader 1 was respectful and tried to understand where she was coming from. In trying to understand, Follower 2 perceived that Leader 1 did not impose his own viewpoint and allowed people within the organisation to have different values.

5.3.1.5.   Authentic Leadership Perceptions

Leader 1 thought he was the kind of person that always tried too hard to help people and to the detriment of himself. He described himself as an over-sharer in terms of feelings. He felt that his leadership style was to lead from the back to let his followers shine. To quote the Leader 1:

> *I am generous, I know I might come across as a softie, yeah allowing a lot, but that has a border, do not cross it and they have, then I am hard.*

Leader 1 felt that his drive in life was to challenge the status quo. Even though he was from the Netherlands where society is taught to conform to a shared ideal, he did not like to conform and did not gravitate towards the things that were popular in the media. He saw himself as an original. He explained about what type of leader he thought he was by saying:

> *The ones that are more of the goat herders, that are at the back and that point in the direction, but the herd is going that direction and you just make sure that they stay together whether the herd decides to go left or right; you are not necessarily going to influence them.*

When asked how she thought her leader saw himself, Follower 2 thought that the leader saw himself as a quiet leader, the type to be observant. She also felt that he thought he could not stand in front of the room and provide direction but instead operated on a person-to-person basis. She thought that Leader 1 felt more comfortable dealing with people individually.

Leader 1 thought that others did not see him as a leader and that to his followers; he may not provide the best direction for them. Instead, he felt that his followers felt that they had been given a lot of responsibility to deliver but with confusing instructions. He felt that his followers thought that he lacked clarity but he also felt that his followers appreciated him for the overall independence and freedom that they got from him. This independence and freedom were interpreted as follower autonomy. Even with the confusion and what he felt was limited guidance, he felt that they thought of him as a very warm, engaged leader that really wanted to help others but they may sometimes perceive him as being too soft and that he tried to avoid making hard decisions.

In terms of how the followers perceived the leader, Follower 1 thought that Leader 1 promoted autonomy among the employees, had an emphasises on follower development, was very kind, loving to people, tried to see the potential in people to make them better and was an original who did not copy what others were doing. To some extent similar to what the leader said about himself. Follower 1 said:

> *He is the type that gives you a rope to hang yourself. He believes that everyone has the potential in them. If he gives you a task to do, he will give you the gist of what is expected, and how you arrive at the solution is up to you as long as you deliver what he asked for. He allows you to learn, and you can always go back to him on things that you are not clear about. He is very kind, loves people, which is very rare in many leaders; you know it is always about "I am going to influence you and we are going create this movement and we are going to move together..." He is different in that he*

gets intimate and wants to get to know the real person; what moves you and how can he assist to make you better; to unleash the potential that is in you. He likes to call me the boss or the other employee his boss because I think he thinks he takes instruction very easy. He believes in making tangible changes, he is not a groupie and he does not follow because the norms say so, or this is the new click and so forth.

Follower 2 felt that Leader 1 liked to be in control with what he thought were important things like business development but she felt that on the other hand Leader 1 gave people the opportunity to shine in what they knew best. She thought that he was the type of leader who says I need this done but how you go about the task is up to you, this is also being interpreted as follower autonomy. Follower 2 said:

Leader 1 has given me the opportunity to grow which I think if I had started in a strictly very corporate environment, I would not have had the character that I have built now. I think he gives people the opportunity to shine.

Follower 2 perceived Leader 2 as developmentally focused and allowing autonomy within the organisation. Similar to the Leader she also thought that she was given the opportunity to shine within the organisation. She also felt that SEs needed a leader that was empathetic to the people first. She felt that to be able to make a difference one had to understand the people that one is working with and she thought that her leader was very empathetic.

5.3.1.6. Summary of Case Study 1

Table 4 below provides a summary of all the perceptions of authentic leadership within Case Study 1. The table was constructed by analysing the answers of all participants within this case and then placing these answers in side by side in the table. The answers are organised per authentic leadership construct and by each relevant dimension of each according to the perceptions in this particular case. The side-by-side view of answers provided a better understanding of the case and allowed the researcher to see consistencies and inconsistencies between Leader 1's perceptions and his follower's perceptions.

Table 4: Summary of Case Study 1

Authentic Leadership Constructs	Construct Dimensions	Leader 1	Follower 1	Follower 2
Self-awareness	Derive meaning from the world	Showed understanding of how one derives meaning from the world. Child of the world teachings		
	Impact one has on others	Understood that one's actions affected others. Spoke of impact in terms of work.	Perceived Leader 1 to understand how his actions impacted others, but sometimes he did not understand their culture	Perceived Leader 1 to understand how his actions affected others, but sometimes he needed guidance in the right direction.
	Knowing one's strengths and weaknesses	Strengths: seeing potential in people and helping them achieve their goals. Weaknesses: poor at delegation. Understood his strengths was not aware of the weakness his followers saw	Leader 1's strengths: believing that everyone has potential in them. Weakness: the tendency to speak at high levels all the time and not aware of his audience and the need to simplify topics to different people.	Leader 1's strengths: high level of intelligence, empathetic, takes criticism well, not shy to ask for help and his ability to identify strengths in other people (see potential). Weakness: the tendency to speak at high levels all the time and not aware of his audience and the need to simplify topics to different people.
	Re-evaluate position on important issues	Knew when it was time to re-evaluate his position on important issues. Was defensive at first.	The perception was consistent with Leader 1's that he does defend his position but he does take in other people's viewpoints into consideration when making decisions.	The perception was consistent with Leader 1's that he does defend his position but he does take in other people's viewpoints into consideration when making decisions.
Construct Summary		**Leader 1 largely conforms to the self-awareness constructs of authentic leadership. What is lacking is just an awareness of what his followers perceive as his weakness.**	**Follower 1's perception was consistent with Leader 1's perception of self-awareness only different on Weaknesses.**	**Follower 2's perception was consistent with Leader 1's perception of self-awareness only different on Weaknesses.**

Authentic Leadership Constructs	Construct Dimensions	Leader 1	Follower 1	Follower 2
Balanced Processing	Solicit opposing views	Solicits opposing views	Perceived Leader 1 as soliciting opposing views but also passionately argued his point.	Perceived that the open relationship that Leader 1 created was what encouraged her to share views.
	Handling opposing views when making decisions	Leader 1 was open to opposing views within the bounds of work but was defensive with his beliefs.	Perceived Leader 1 as handling opposing views well but was defensive at first and took time to find a middle ground. Consistent with Leader 1	Perceived Leader 1 as stubborn, defensive and handles opposing views well by finding a middle ground. Consistent with Leader 1
Construct Summary		**Leader 1's perception conforms fully to the construct of balanced processing.**	**Follower 1's perception was consistent with Leader 1's perception.**	**Follower 2's perception was consistent with Leader 1's perception.**

Authentic Leadership Constructs	Construct Dimensions	Leader 1	Follower 1	Follower 2
Relational Transparency	Emphasis on follower development	There was an emphasis on follower development.		Perceived Leader 2 as a developmental leader
	Seek feedback to improve relationships	Was receptive to feedback but did not change his behaviour because of some feedback, opting to stay true to himself.		
	Does not hide hard truths	Felt he did not hide hard truths but he was harsh to employees overstepping company boundaries, did not micro-manage, shared information openly and was sensitive to the individual and adjusted communication accordingly.	Perceived Leader 1 to be forthcoming with hard truths and to sugar coat his speech.	Perceived Leader 1 to be forthcoming with hard truths about the company and to sugar coat personal information to employees.
	Sharing thoughts, emotions, needs, preferences and beliefs	Perceived himself as being open with his emotions and sharing this with the staff.	Perceived Leader 1 as being extremely open with his emotions	Perceived Leader 1 as being an over-sharer with his feelings
	Protect fragile egos		Perceived Leader 1 as not being swayed by the need to protect fragile egos. He dealt with them during hiring.	Perceived Leader 1 as not being swayed by the need to protect fragile egos.
	The threat of follower potential	Did not feel threatened by follower potential to one-day take over his job.	Perceived Leader 1 as not threatened by follower potential	Perceived Leader 1 as not threatened by follower potential
Construct Summary		**Leader 1's perception conforms fully to the construct of relational transparency. Where his answers lacked his followers filled in the gap.**	**Follower 1's perception was consistent with Leader 1's perception.**	**Follower 1's perception was consistent with Leader 1's perception.**

Authentic Leadership Constructs	Construct Dimensions	Leader 1	Follower 1	Follower 2
Internalised Moral Perspective	Decisions based on core values	Decisions were not always based on core values but were bound by the purpose of the organisation.	Felt Leader 1's decisions were based on his own core values.	Felt Leader 1 based his decision on core values but with the goal to help people.
	Difficult decisions based on high			Felt Leader 1 was ethical in his conduct and promoted an ethical culture within the organisation.

	standards of ethical conduct			
	Promote others to stand by their own core values			Felt Leader 1 respected her Christian beliefs and was not imposing of his own viewpoint and allowed people to have different values.
Construct Summary		**Leader 1's perception did not conform fully to the construct of internalised moral perspective.**	**Follower 1's perception was inconsistent with Leader 1's perception, as she perceived Leader 1 to conform to the construct of internalised moral perspective.**	**Follower 2's answer was complete, inconsistent with Leader 1's perception but provides a view that Leader 1 conforms fully to the internalised moral perspective construct.**

Authentic Leadership Constructs	Construct Dimensions	Leader 1	Follower 1	Follower 2
Authentic Leadership Perceptions	Leader's perception of the type of leader	Thought that he always tried too hard to help people to the detriment of himself, over shared his feelings and he led from the back to let his followers shine. Saw himself as an original		
	Followers perception of how leader sees himself			Thought Leader 1 saw himself as a quiet leader, observant, could not stand in front of the room and provide direction, and felt more comfortable dealing with people individually.
	Leader's perception of how others see him	Thought others did not see him as a leader that he may not provide the best direction for them, very warm, engaged, really wants to help others, too soft and avoids making hard decisions.		
	Followers perception of the type of leader		Perceived Leader 1 to: promoted autonomy, emphasis on follower development, kind, loves people, see the potential in people to make them better, overshared his feelings and was an original who did not copy others.	Perceived Leader 1 to: like to be in control with business development, gave people the opportunity to shine in what they knew best, promoted follower autonomy, over shared his feelings and empathetic.
Construct Summary		**By Leading from the back and letting his followers shine, and being open with who he is to his followers including matching 3 of the 4 constructs according to his own ratings, Leader 1 predominantly conforms to the authentic leadership idea.**	**Follower 1's perception of Leader 1 was consistent with who he thought he was.**	**Follower 2's perception of Leader 1 was consistent with who he thought he was.**

Table 4 above revealed that Leader 1 felt that he was predominantly authentic as he conformed fully to three of the four constructs. What should be noted is the cultural difference between the leader and his followers that resulted in inconsistency in the perceptions about the leader's actions affecting people. Both followers were seen to see the leader in the same way he saw himself.

5.4. Case Study 2: Christian Social Enterprise in Beekeeping

Case Study 2 is a Christian social enterprise that is assisting families within rural communities to build sustainable micro-beekeeping businesses to produce raw honey in an environmentally friendly and ethical manner. The social enterprise is a donner-funded model that then provided an income-generating solution for itself and its clients through honey sales. The leader and three followers were interviewed within this case study. The leader was male with two male followers and one female follower. Below are presented the perceptions of Leader 2 and his followers.

5.4.1.1. Self-awareness

Leader 2 explains that he had always sought the truth in life and had found the truth exists in Christianity. He thus derived meaning from the world through the Christian faith. He described himself as having a solid foundation in God's teachings of forgiveness and love, and used this philosophy. Leader 2 displayed an understanding of how one derives meaning from the world.

While discussing the impact one has on others, Leader 2 explained that working in a social enterprise had helped him understand that everything a person does in the world is all about impact. His work was about making an impact on his staff in a positive way that translated into positive impacts on the families that they are assisting through the company. Leader 2 felt he understood that one's actions affected others. Follower 1 provided an example of how he felt his leader understood the impacts one has on others. He iterated that Leader 2 was always telling the employees not to wear the company branded t-shirts to places that were ungodly, such as bars, since the company was a religious organisation and such affiliations would damage the brand image in the community and take away from the effectiveness of their work. Follower 1's perceptions were consistent with Leader 2's perceptions about knowing that one's actions affected others.

In terms of knowing one's own strengths and weaknesses. Leader 2 provided his weaknesses to be his characteristic of being a sensitive and emotional person. He felt he was too friendly to everyone including his staff. Because he liked and believed in honesty, he felt that this led

to many situations where his feelings were hurt due to people behaving negatively towards him, thus he was hurt when people lied to him. The leader did not provide any of his strengths. Follower 1 thought that the leader's strengths were in reporting and getting funding for the organisation by putting together good proposals. On the weaknesses side, Follower 1 provided an explanation that seemed similar to what Leader 1 said about being too emotional. He said this about Leader 2:

> If something is not going well, you can see that he is disappointed. If he applied for funding and funding did not come through, then you can see that he is disappointed.

The strengths for the leader according to Follower 2 were helping people, and having patience. On the weaknesses side, Follower 2 felt that Leader 2 might not understand fully the impact his actions had on employees since he told other employees about the mistakes Follower 2 made instead of talking to her directly so that she did not have to feel small. Follower 2's perceptions of Leader 2's strengths and weaknesses were not consistent with Leader 2.

Follower 3 thought that the leader's strengths were in bringing people to God, thus guiding them to become Christians, and being able to fix project-funding problems. None of the followers talked directly about the leader's friendliness but they all started most answers with our leaders is very good and then alluded to the leader having a characteristic of giving people too many second chances and also helping people whenever they needed help. In not mentioning this as a strength as followers, it can be interpreted that they may feel that this was a weakness of their leader. Thus the leader even though he did not mention his strengths, he does however show knowledge of his own weaknesses.

Knowing one's emotions, values and beliefs. Leader 2 was very clear on his values and beliefs, in discussing the company he said:

> I am following biblical principles and trying to apply those in a model to what I am doing, so that it can be something that glorifies God and what I have realized is that if something is glorifying God it is the best for everybody that is involved because it is not about me, it is about everybody else. It is real Ubuntu.

Leader 2's values and beliefs were bounded by biblical principles. When asked if he re-evaluates his position on important issues, Leader 2 said:

> When people come to me with a good idea, I say thank you because I realize that a lot of the time my ideas are stupid so I love it when people come up with a good idea and

I really promote that.

Leader 2 felt that he promoted the development of different ideas to his own within the company and also these then allowed him to discard his own and in a way re-evaluating his original ideas. Follower 1 felt that because Leader 2 was always asked them for input on how to change the strategy, then Leader 2 understood when it was time to re-evaluate. Follower 2 felt that Leader 2 let them know that he did not always know everything in terms of solutions for the business and so had always asked the team for help on ideas. Follower 3 felt that Leader 2 took in their inputs and changed his mind if the team felt the leader's ideas were not feasible. All three followers felt that the leader was constantly co-designing solutions with them and never stuck to his own ideas but took in their ideas and re-assessed his own original ideas. All the follower's perceptions were consistent with Leader 2's perception about knowing when it was time to re-evaluate his position on important issues.

5.4.1.2.   Balanced Processing

Starting with the idea of soliciting opposing views, Leader 2 explained that he liked the comments from his staff as they assisted him to get direction. Follower 1 agreed to the idea that Leader 2 solicited opposing views without offering examples, while Follower 2 explained that normally their leader asked them during meetings of their opinions. Follower 3 felt that Leader 1 did not take decisions alone and was always asking them for what they thought. Follower 3 said this about Leader 2:

> *When he wants to do something, he shares with us first, and then maybe he says, "what do u think Follower 3," maybe I tell him, and Follower 1, then he takes all this, he thinks again.*

All three followers together with Leader 2 felt that Leader 2 solicited opposing views to his own within the organisation. In terms of analysing objectively all relevant data, Leader 2 explained that this was time dependent. Depending on the circumstances surrounding a decision and if time allowed, then all relevant data would be analysed, but sometimes a decision needed to be made quickly. Paraphrasing the statements from Follower 1:

> *Leader 2 does not make decisions on his own. Every time there is a big decision that needs to be made, He calls us, and he wants to hear what we are thinking about such issues.*

Follower 1 thus perceived Leader 2 as the type of person to analyse all relevant data before making a decision. Follower 2 and Follower 3 both agreed that Leader 2 is the kind of leader

to analyse objectively all relevant information from solicited views of others that challenge the leader's position before making a decision. All perceptions about this were consistent.

When handling opposing views while having to make a decision, Leader 2 illuminated that, he understood when others had different beliefs and feelings to his own. Although, if they were going in the wrong direction, he would consider the impact the actions would have on their other stakeholders, thus the relationship with the communities that they were working in and secondly he would look at the impact to the organisation's reputation and in what they are trying to achieve. He emphasised and said:

> *Therefore, if a view is opposing because it is offensive to God then I steer away and I disagree, but if it is something that is going to increase the glory to God then that is fine.*

Leader 2 was open to opposing views within the organisation as long as they were within the values of the organisation and did not harm the reputation of the organisation and prevent the company from achieving their impact mission. Follower 1 explained that Leader 2 when faced with opposing ideas would always say to the person:

> *Let us try your plan, and see if it works, maybe we give it a week or so.*

Follower 1 felt that Leader 1 provided the environment in the organisation where people's opposing views in the form of plans had a platform to be utilised for the success of the organisation. Follower 1 felt that there was a lot of co-designing with Leader 2 and that Leader 2 did not make big decisions without them. His understanding of how the leader dealt with opposing views is that he was welcoming to them and this aided in the leader's decision-making process. Follower 2 also felt that the leader was not one to shut down the ideas from the team. She explained that when a situation arose where they had a different idea, the leader would bring it up and ask them which one they should go with. Follower 2 also perceived the leader as being open to opposing views. Follower 3 similarly felt that the leader took in their inputs and made decisions based on what was best for the company.

5.4.1.3. Relational Transparency

Leader 2 displayed an emphasis on follower development when he explained that he was in a process of attempting to set all his employees up with their own businesses because he himself really like the idea of social and micro-franchising. Follower 1 explained that when their leader saw potential, he became very excited and encouraged them when they did something

good, and confirmed that Leader 2 had told him he wanted to team to take over one day. Follower 3 felt that when people were working with Leader 2, he would teach them many things like dealing with people in the communities. This could mean that he felt that he gained many skills from his leader and could be interpreted as being developed. Follower 1 and Follower 2's perception were consistent with Leader 2's perception that he put emphasis on follower development.

When discussing whether he sought after feedback to improve relationships Leader 2 iterated a story about how Follower 3 had been struggling with new processes implemented within the organisation. Due to Follower 3's illiteracy he was not happy when the other two followers were learning about the savings program they were about to roll out and had actually attempted to derail the project. The team including Follower 3 respected the trainer for the program, thus Leader 2 had asked the trainer to help him handle Follower 3 who was feeling left out and subsequently sabotaging the new project. In understanding that he could not handle the issue alone, Leader 2 was able to improve the relationship with the employee that had been going sour by seeking help and had dealt with this fragile ego. Leader 2 felt he sought feedback to improve relationships.

Follower 1 felt that Leader 2 asked for feedback to improve his relationships, but also confused the interviewer by expounding his statement saying that he felt most of the time Leader 2 would ask for advice on how to improve the programmes at work. It was difficult to say if the follower truly understood the question. Follower 2 explained that upon issues of performance from a certain individual, if Leader 2 had already attempted to rectify the issue without success then Leader 2 would come to them to ask for help and advice on how to handle the employee. She did feel that Leader 2 sought after feedback in order to improve relationships.

In terms of admitting mistakes, Leader 2 explained that it was within his Christian principles to repent and ask for forgiveness. To quote Leader 2, he said:

> *I think it is natural for us to try to defend our sins and the bad things that we do. The bad decisions that we make because we do not want to be wrong, but when I realize that I have been wrong I repent to God and to the people that I have offended.*

Follower 1 agreed Leader 2 admitted mistakes. Follower 2 pointed out that most people when confronted about their own wrongdoing did not admit it but Leader 2 had always appreciated it and admitted he that had made a mistake to her. She said:

Even if when I tell him that, "Leader 2, you have done this and this and I did not like it,"
then he is able to appreciate and he admits.

Follower 3 agreed simply that Leader 2 did admit his mistakes. Among the followers, there was a general sense of acknowledgement that their leader was one to admit mistakes and their perceptions were consistent with Leader 2's perception of himself.

In terms of hiding hard truths, Leader 2 explained that he expected honesty from his staff. If he caught his staff red-handed doing bad behaviour, the bad news would be provided immediately and he would fire the person on the spot. On the other hand, if a person came from a point of honesty, he was lenient and gave them a second chance, and was less inclined to be harsh with his words. Leader 2 felt that he did not hide hard truths. For Follower 1, in the role he had within the organisation, felt that Leader 2 mostly shared hard truths about the organisation with him and it was his job to share the bad news with the rest of the team. Follower 2 provided a description of events similar to Follower 1. She expounded that there have been some instances where the whole team was invited by the leader to travel to Johannesburg to meet at Leader 2's house to be told directly by the leader that the company did not have money at that time. Follower 3 also spoke about the meetings that the leader would call up and let the team know if there is not enough money in the organisation. Everyone's perception in Case Study 2 was consistent that Leader 2 did not hide hard truths.

In terms of sharing information openly, Leader 2 felt that he found it difficult to be dishonest with people and alluded to sharing information openly. Follower 2 felt that the leader did not hide information but rather shared it. Leader 2 in trying to maintain transparent relationships said:

I try to be as transparent as…in fact I am very transparent with them.

Leader 2 felt that he had transparent relationships with his followers. Follower 2 also felt that Leader 2 shared information openly. In terms of sharing thoughts, emotions, needs, preferences and beliefs, Leader 2 felt that he was transparent about his feelings with his followers. Leader 2 said the following:

I tell them exactly what I feel and I tell them exactly what I hope, what my dreams are,
and what my dreams are for the organization.

Follower 1 felt that the leader shared his feelings especially about God. Follower 2 just agreed about the leader sharing his beliefs without providing an example while Follower 3 also agreed

that Leader 2 believed in God. All three follower's perceptions of Leader 2 openly sharing beliefs were consistent with Leader 2's perceptions.

When discussing fragile egos, Leader 2 narrated the story of Follower 3 in how his ego had led him to disrupt work. Leader 2 felt that Follower 3 was very important to the organisation so he felt the need to protect this particular fragile ego due to the importance of the individual on the success of the company within the communities. Leader 2 said this about Follower 3:

> *However, I pay Follower 3 the highest salary because he is the most knowledgeable with beekeeping and looking after the vehicles. Everyone follows him and he is a natural leader. He is the person at the front.*

In terms of Leader 2 protecting fragile egos, Follower 1 informed that Leader 2 always sat the whole team down to explain that everyone was equal and they must respect one another. In saying this, she felt that this was Leader 2's way of dealing with fragile egos in that no one felt more important than the other did. Follower 2 felt similarly to Follower 1, she said:

> *No, we are all important. There is no one that is not important here. we are the ones who make sure the company runs well, make sure the company has money and all that, so there's no such a thing that I'm the one who's important more than the other one. We cannot work alone.*

Follower 3, who was the example that the leader had provided with a fragile ego, confirmed that Leader 2 would come to the individual and speak to them about the fact that the work is what is important. He said:

> *When he sees you doing that, he calls you and talks to you about the job. You must not take anything without talking to him because when you do anything you take the company as if it is like your company, but you must know it is not your company.*

Follower 3 who was the ego the Leader was protecting felt that Leader 2 did not protect fragile egos.

In discussing the threat of follower potential, Leader 2 informed that he would love the occurrence of a follower who showed potential to one-day take over his job. He explained that it was part of his plans for the company by saying:

You know that is what I am hoping to do with Follower 1. I am trying to build him up to do that. Therefore, I would love it.

Follower 1 spoke along the same lines as Leader 2 and said this about the leader:

He feels excited and he feels happy because Leader 2 does not want to be the boss. Leader 2 wants that one day the team must take over the projects so that the projects can go further. That is what he tells us. However, he becomes very happy when he sees potential; he becomes very excited and he encourages you a lot when you do something good.

Follower 1 perceived that the leader was not threatened but rather encouraging of follower potential. Follower 2 felt that Leader 2 would not sabotage but help the person that was showing potential. Follower 3 also felt that the leader would feel happy because the leader was the one that taught them everything they know. The follower's perceptions about Leader 2 not being threatened by follower potential were consistent with Leader 2's own perception.

In terms of how the leader provides work-related feedback, Leader 2 explained that he reprimanded his employees with a lot of thought and love, in so doing attempted to build them up rather than breaking them down. This was interpreted that Leader 2 coated his feedback with positivity. Leader 2 narrated a story about an employee who had brought up another employee's promiscuous behaviour that was threatening the reputation of the company. Leader 2 in understanding the community and the implications for whistleblower employee did not confront the employee in the wrong about his behaviour. He knew that if he had confronted the employee who did wrong immediately and told him another employee mentioned his behaviour then the other employee would be at risk. Instead, he waiting for another opportunity of wrongdoing, which did arise to confront similar behaviour and then confronted the behaviour in front of the whole team to co-designed solutions with the team. Leader 2 is aware of the context within which his employees come from and work in and his actions are informed by the cultural ideologies of the location of the business. Work-related feedback is then provided with sensitivity and empathy.

Follower 1, when explained how the leader goes about providing the team with feedback, he explained that in his role, the leader first spoke to him about the performance of other employees and he was then the person to provide feedback to the other team members. Only if the situation continues, would Leader 2 step in and talk to the individual directly about where he can improve. Follower 1 did feel that most of the time Leader 2 always mixed feedback

with positivity by telling the person I do not want to lose you. Follower 1 said that the leader would say:

> *If you are not working then I will not keep you in my team, but I do not want to lose you.*

Follower 2, similar to Follower 1 said that the leader utilised Follower 1 but sometimes he would address the individual directly by thank you for the good work during meetings or saying where you needed to improve. From her statements, it was interpreted that Follower 2 also felt that there was a sense of positivity in how the feedback messaging was framed. Follower 3 agreed that Leader 2 used Follower 1 to provide feedback to the team.

5.4.1.4. Internalised Moral Perspective

On the topic of making decisions based on core values, Leader 2 felt that he tried but because he often made decisions based on emotions this was often hindered. He felt that he made decisions a bit too quick which lead him to make wrong decisions and once he understood that he has made a mistake, he would try to rectify it. Follower 1 and Follower 2 simply agreed that Leader 2 made decisions based on core values.

In discussing the leader's behaviour when the actions to be taken were not consistent with the leader's beliefs, Leader 2 narrated a story of how an investor providing a lot of money to the organisation had asked them to stop being a Christian organisation and become a circular organisation. Quoting Leader 2 in answering to the request from the funder, he said:

> *Why did you invest in the first place, I did not hide who I was, why are you being discriminatory? Therefore, I said no, we are not going to change because this is whom we are. Do not try to change who we are.*

Leader 2, in this case, was true to his beliefs and was not swayed by the funding. Follower 1 felt that if the action was against Christian beliefs then Leader 2 was not going to do it. Follower 2 explained that because they do not start any meeting or work without reading the Bible, she was not sure, but she ended her explanation by saying:

> *…, but I do not think he (Leader 2) can do anything that is out of Christianity.*

So contrary to the leader thinking that sometimes he sins and does not represent Christianity well, without having a clear example, Follower 2 mentioned that the reason why the leader

would never do anything that is not consistent with his beliefs is that he is a Christian. Follower 3 felt that Leader 2 would not work with another company if they wanted him not be Christian anymore and he felt that Leader 2 stayed true to his beliefs.

5.4.1.5.   Authentic Leadership Perceptions

Leader 2 thought of himself as a very difficult person, sinful, blessed, and having many friends without enemies. As a leader, Leader 2 thought that he was narrow-minded, emotional, did not take criticism well, quick to make decisions emotionally and was a servant type of leader.

During the interviews it was discussed with the followers, how they thought the leader saw himself. Follower 1 felt that his leader saw himself as a God-fearing leader, one that uses Christian principles when making decisions (solving problems). Follower 1 said this about the leader:

> *Leader 2 always talks about God when we need to solve problems. He is a God-fearing person.*

Follower 2 felt that the leader saw himself as a good and helpful leader. Follower 3 felt that Leader 2 did not lead from the front that he worked among the people and would let the people shine. Follower 3 did not view Leader 2 as a leader because he worked with them and did tasks with them and did not separate himself from the other employees. This could be in line with what the leader said, as he does not want to be seen as a boss but rather a father figure, but it could also be in line with the follower's perception of what a leader is. He may have experienced a majority of autocratic leaders who separate themselves from employees and were never seen to do what is perceived as common work to be delegated to employees.

In terms of how the leader perceived others to view him, Leader 2 thought that others saw him as irritating because he often talked too much, he thought people saw him living according to biblical principles and that others experienced that through his actions. He further thought that people saw him as being very fair and looking after their interests and he thought that when he reprimanded them, they thought that he was doing it with a lot of thought and love. He felt that they saw him trying to build them up rather than break them down and respecting them as individuals and fellow brothers and sisters in Christ. To quote Leader 2:

> *I really love them but I feel that it's not mutual and I feel that they see me as a boss and as a form of employment and an income and they don't see me as a business partner and that's what I'm trying to work towards.*

Leader 2 felt that even though to some extent they saw him in the same way that he saw himself, the relationship with his followers was not as he would like it. Leader 2 explained that he wanted to be viewed as a father figure, a potential business partner, and not just a boss that they would not be fully open with.

In regards to the follower's perceptions of the type of leader their leader exhibited, Follower 1 felt that Leader 2 was the type of leader that consults people and is open and approachable because for him, he felt that he and others could talk to Leader 2 when they had problems. He also felt that Leader 2 was a motivated leader, consultative when making decisions, a Christian who loves God, was patient and had a lot of respect because they were working in communities. He also felt that the leader was focused and had a vision for the organisation and that was inspired and inspired them. Lastly, he felt that his leader loved what he was doing.

Follower 2 thought that Leader 2 was supportive and open in such a way that when she had a problem she could go to him for help. She felt that Leader 2 was honest, trustworthy, the leader was direct when confronting a person about work mistakes and he allowed her to speak her mind and confront him about mistakes she felt the leader had made. She also felt that there was no favouritism at work, the leader did not listen to gossip, appreciated when mistakes were made, was approachable and that they were not afraid of him, he loved his colleagues, was honest, trustful, shared information and exhibited true Ubuntu. Follower 2 said leaders and her leader in particular:

> *You do not have to treat us like when I see you, I have to be afraid, I have to be scared to sit next to you, or to share coffee with you. You have to be open to love your colleague, to be honest, to be trustful. Share the info, do not hide it, you have to share. When I need help, if you can help… Ubuntu, which is the most important thing, respect, and all that is best if you are the leader.*

Follower 3 felt that Leader 2 was a developmental leader who taught people and especially him, the skills needed to perform the job. He also felt that Leader 2 was patient in that he did not easily fire people and was slow to react. Lastly, Follower 3 felt that their leader did not make a decision without consulting with the workers and Leader 2 understood that the employees had lives outside of work and thus showed empathy.

5.4.1.6. Summary of Case Study 2

Table 5 below provides a summary of all the perceptions of authentic leadership within Case Study 2. The table was constructed by analysing the answers of all participants within this case and then placing these answers in side by side in the table. The answers are organised per authentic leadership construct and by each relevant dimension of each according to the perceptions in this particular case. The side-by-side view of answers provided a better understanding of the case and allowed the researcher to see consistencies and inconsistencies between Leader 2's perceptions and his follower's perceptions.

Table 5: Summary of Case Study 2

Authentic Leadership Constructs	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
Self-awareness	Derive meaning from the world	Showed understanding of how one derives meaning from the world. Christian Faith.			
	Impact one has on others	Understood that one's actions affected others. Spoke of impact in terms of work	Perceived Leader 2 to understand how his actions affected others.		
	Knowing one's strengths and weaknesses	Weaknesses were being a sensitive and emotional person, too friendly to everyone; he was hurt when people lied to him. Showed knowledge of his own weaknesses.	Leader 2's strengths: reporting and getting funding and proposal writing. Weaknesses: too emotional.	Leader 2's strengths: helping people, and having patience. Weaknesses: might not understand fully the impact his actions have on the employees.	Leader 2's strengths: bringing people to God and fixing funding problems for the project.
	Knowledge of one's emotions, values and beliefs	Clear on his values and beliefs and bounded by Biblical principles.			
	Re-evaluate position on important issues	Knew when it was time to re-evaluate his position on important issues. Used employee ideas more often than his own.	Perceived the leader as knowing when to re-evaluate. Leader co-designed solutions.	Perceived the leader as knowing when to re-evaluate. Leader co-designed solutions.	Perceived the leader as knowing when to re-evaluate. Leader co-designed solutions.
Construct Summary		**Leader 2 by his perception conforms to the construct of self-awareness.**	**Follower 1's perception is consistent with the Leader's perception.**	**Follower 2's perception only matched Leader 2's perception of how he re-evaluates position on important issues.**	**Follower 3's perception was closer to Follower 1's perception and hence interpreted as being somewhat consistent with Leader 2's perception of being self-aware.**

Authentic Leadership Constructs	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
Balanced Processing	Solicit opposing views	Solicits opposing views	Perceived Leader 2 to solicit opposing views	Perceived Leader 2 to solicit opposing views. Consultative.	Perceived Leader 2 to solicit opposing views. Consultative in making decisions.
	Analyse objectively all relevant data	Analysed objectively all relevant data but this was time dependent.	Perceived Leader 2 to analyse all relevant data before making a decision.	Perceived Leader 2 to analyse all relevant data before making a decision.	Perceived Leader 2 to analyse all relevant data before making a decision.

	Handling opposing views when making decisions	Open to opposing views as long as they were within the values of the organisation, did not harm the reputation of the organisation and prevent them from achieving their impact mission.	Perceived Leader 2 to have created an environment where opposing views were aired and used for the success of the company	Perceived Leader 1 as being open to opposing views.	Perceived Leader 1 as being open to opposing views took on their inputs and made decisions based on what was best for the company.
Construct Summary		**Leader 2's perception is that he conforms to the balanced processing construct.**	**Follower 1's perception is fully consistent with Leader 2's perception.**	**Follower 2's perception is fully consistent with Leader 2's perception.**	**Follower 3's perception is fully consistent with Leader 2's perception.**

Authentic Leadership Constructs	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
Relational Transparency	Emphasis on follower development	Displayed an emphasis on follower development in attempting to set up his employees with their own businesses.	Perceived Leader 2 as seeing potential in people and encouraging to them when they did well.		Perceived Leader 2 as having an emphasis on follower development since he taught them skills.
	Seek feedback to improve relationships		Confusing answer provided, maybe follower did not understand the question as he felt Leader 2 sought work-related feedback	Perceived Leader 2 as seeking feedback to improve relationships.	
	Admits mistakes	Admitted mistakes due to Christian principles.	Perceived Leader 2 as admitting mistakes.	Perceived Leader 2 as admitting mistakes.	Perceived Leader 2 as admitting mistakes.
	Does not hide hard truths	Felt that he did not hide hard truths and encouraged honest relationships.	Felt Leader 2 did not hide hard truths	Felt Leader 2 distributed bad news to the rest of the team through Follower 1.	Felt Leader 2 did not hide hard truths
	Sharing information openly	Felt he was an honest person and shared information openly.		Felt Leader 2 shared information openly	
	Transparent Relationships	Felt that he had transparent relationships with his followers.			
	sharing thoughts, emotions, needs, preferences and beliefs	Felt that he was transparent about his feelings with his followers.	Perceived Leader 2 to be sharing his feelings about God openly	Perceived Leader 2 to share his beliefs.	Perceived Leader 2 to share his beliefs.

	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
	Protect fragile egos	Protected particular fragile egos only based on the individual's importance to the success of the company. Provided Follower 3 as an example.	Felt that Leader 2 did not protect Fragile egos. Leader 2 let them know everyone was important	Felt that Leader 2 did not protect Fragile egos. Leader 2 let them know everyone was important	Felt that Leader 2 did not protect Fragile egos.
	providing work-related feedback	Work-related feedback is provided with sensitivity, empathy and communicated with positivity.	Perceived Leader 2 to always mix feedback with positivity and that he used him and only handled issues that had escalated.	Felt that Leader 2 used Follower 1 to provide work-related feedback but if he does it himself, it is framed with positivity.	Agreed that Leader 2 used Follower 1 to provide feedback to the team.
	The threat of follower potential	Was not threatened of follower potential to one-day take over his job.	Perceived Leader 2 was not threatened but rather encouraging of follower potential.	Felt Leader 2 was not threatened and would help the person that showed potential.	Perceived Leader 2 was not threatened of follower potential.
Construct Summary		**Leader 2 conforms fully to having relational transparency.**	**Follower 1's perception is largely consistent with Leader 2's perception of himself.**	**Follower 2's perception is largely consistent with Leader 2's perception of himself.**	**Follower 3's perception is largely consistent with Leader 2's perception of himself.**

Authentic Leadership Constructs	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
Internalised Moral Perspective	Decisions based on core values	Felt he often made decisions from a place of emotion and in a hurry and these decisions were often wrong and needed to be rectified. Did not think they were based on his core values.	Felt Leader 2 made decisions based on core values.	Felt Leader 2 made decisions based on core values.	
	Behaviour when actions not consistent with beliefs	Stayed true to his beliefs and was not swayed by the funding to change to a circular organisation.	Felt Leader 2 would never do anything against Christian beliefs.	Felt Leader 2 would never do anything against Christian beliefs.	Felt Leader 2 would never do anything against Christian beliefs.
Construct Summary		**Leader 2 only half way conforms to internalised moral perspective.**	**Follower 1's answers were partly consistent with Leader 2's perception as Follower 1 perceived Leader 2 to conform fully to the internalised moral perspective construct.**	**Follower 2's answers were partly consistent with Leader 2's perception as Follower 2 perceived Leader 2 to conform fully to the internalised moral perspective construct.**	**Follower 3's perception is consistent with Leader 2's perception in terms of how it was answered. He was silent on other points.**

Authentic Leadership Constructs	Construct Dimensions	Leader 2	Follower 1	Follower 2	Follower 3
Authentic Leadership Perceptions	Leader's perception of the type of leader	Thought he was a very difficult person, sinful, blessed, had many friends without enemies, was narrow-minded, emotional, did not take criticism well, quick to make decisions emotionally, was a servant leader and exhibited the principle of Ubuntu among the Christian principles in his leadership.			
	Followers perception of how leader sees himself		Felt that Leader 2 saw himself as a God-fearing leader.	Felt that Leader 2 saw himself as a good and helpful leader.	Felt that Leader 2 saw himself as leading from the back, worked among the people and would let them shine.
	Leader's perception of how others see him	Thought others saw him as irritating, lived according to biblical principles, was very fair, looked after their interests, reprimanded them with a lot of thought and love, tried to build them up rather than breaking them down, respected them as individuals and fellow brothers and sisters in Christ, they saw him in the same way that he saw himself and he wanted to be viewed as a father figure, a potential business partner, and not just a boss that they would not be fully open with			
	Followers perception of the type of leader		Perceived Leader 2: was open, approachable, helpful, motivated, consultative when making decisions, a Christian who loves God, patient, had respect for the communities, was focused, a visionary, inspiring and that he loved what he was doing.	Perceived Leader 2: to be supportive, open, helpful, honest, trustworthy, direct when confronting a person about work mistakes, allowed her to speak her mind, did not show favouritism at work, was approachable, loved his colleagues, shared information and exhibited true Ubuntu.	Perceived Leader 2: to be a developmental leader who taught people the skills needed to perform, was patient, empathetic to employees lives and did not make a decision without consulting them.

Construct Summary	Leader 2 perceived himself in a positive leadership form. There was some misalignment noticed on some of the constructs but Leader 2's perception largely conforms to the authentic leadership idea.	Follower 1's perceptions were mostly consistent with Leader 2's perception, but perceived Leader 2 to fully conform with authentic leadership	Follower 2's perceptions were mostly consistent with Leader 2's perception, but only differed in terms of how the leader's action affects others.	Follower 3's perceptions were mostly consistent with Leader 2's perception, but perceived Leader 2 to fully conform with authentic leadership

Table 5 revealed that Leader 2 largely conformed to the authentic leadership idea. He shied away from fully matching the idea because he perceived that he did not base his decisions on his core values. Follower 1 and Follower 3's perceptions were that Leader 2 fully conformed to the ideas of authentic leadership on all accounts. Follower 2 and Leader 2's perceptions differed only in regards to the leaders actions affecting others.

5.5.   Case Study 3: Social Enterprise in Healthcare

Case Study 3 is an enterprise development initiative that empowers black women professional nurses while creating permanent jobs and providing private primary healthcare through clinics run by nurses within disadvantaged or other wised neglected areas within South Africa. The leader and three followers were interviewed within this case study. All participants in this case study were female. Case Study 3 was split into two entities led by the same leader, thus a Non-Profit Organisation (NPO) that facilitated social franchising through donner funding and social enterprise franchises that purely run on the proceeds from the clinic business. The perceptions of Leader 3 and her followers are presented below.

5.5.1.1.   Self-awareness

In discussing how one derives meaning from the world, Leader 3 explained that it was about knowing that everything that she had done in her career thus far had brought her to that point. For her it was really about the choices one gets to make during the second phase of life. She basically explained that knowing that as you grow you learn and understand yourself more from the experiences that you have had and in your second half of your life you get to fulfil your purpose. This understanding was also in line with Leader 3 being driven by the purpose of doing something that made a difference to her life and others' lives.

Impact really mattered to this leader. The leader was leading a team of nine women within the non-profit organisation side of the business and has over 50 nurses who are running clinics for profit. The leader understood that she was dealing with followers with different personalities and she explained:

> *I should be very careful about that (impact), because sometimes you get so busy that the words that you say could seem cold and callous and cutting, just get the job done. You have got to remember who you are saying it to, because if I say to Follower 1 just get the job done, that is okay, if I say to another employee that is within the financial department, it is not okay. Because she is going to go, am I not doing my job? Therefore, it is about understanding personalities you work with and in this size team, it is easy, in bigger organisations it is very hard, because you cannot know everybody that well but it is about how you say and do things.*

Leader 3 understood that one's actions affected others. Follower 1 confirmed this by explaining that their work is about the impact that they have on the nurses and that Leader 3 understood that they could not over commit as they could burn out and not achieve the original

mission of impact on the nurse's lives.

Within this case study, Leader 3 offered as her strengths the characteristics of being analytical, methodical, able to meet deadlines, open, able to entertain different types of people in her role as CEO to get funding and being passionate about what she does. Leader 3 also thought that she was great at implementing projects and that she had the ability to be visionary. Follower 1 provided what she perceived to be the leader's strengths as Leader 3's openness, transparency, her ability to look at the bigger picture (being visionary) and her commitment to the end goal. Follower 2 thought that the leader's strengths were her flexibility, open-mindedness, passionate about what she does, emotional when need be but hard when she needs to be. As for Follower 3, she explained that the leader's strengths were transparency, being a good negotiator, good decision maker, gives second chances and sees potential in people. To some extent, the leader was aware of who she was and had translated this to her followers for them to be able to closely declare what they perceived to be her strengths.

In terms of weaknesses Leader 3 explained, that she was conflict-averse, that she got too bogged down in the detail and that she took on too much too often. Follower 1 had nothing to add in terms of the leader's weaknesses, while Follower 2 mentioned that she felt that the leader trusted people too much and that sometimes she could not let go of something she believed in and wanted to work. This was mirrored by Follower 3 who explained that she felt that the leader overdid it in terms of her kind heart and gave people too many chances.

Within the theme of self-awareness, a leader must know one's self enough in order to understand when it was time to re-evaluating a position on important issues. Leader 3 provided an example of applying for funding and realising that what they were promising to deliver, 180 clinics in 3 years was impractical. They had to readjust their expectations and work on a realistic model to scale up. Leader 3 thus felt that she knew when it was time to re-evaluate her position on important issues. Follower 1 in talking about the leader provided a similar example of how the leader knew when to re-evaluate:

> *We are at that point in our project where we need to re-look at what is the way forward for us. She has done that reflection because we sat down, and she said to me, what is important? Is it the impact or is it the number on the board? We agreed, and she has agreed that it is the impact that we have on the nurse and on the communities.*

5.5.1.2. Balanced Processing

When discussing if the leader soliciting opposing views when having to make a decision, Leader 3 at the time had just made a difficult decision and she said this about it:

> *I felt I was stuck in a principled decision and I needed to hear the other sides of the story or the other input in order for me to be able to move on from that issue.*

The leader understood that her principles were standing in the way of making a decision that would benefit the company; she then asked what others thought in order to make a decision. Follower 1, who is the general manager working directly with the leader, explained that the leader understood that they know how to run the non-profit side of the business but the healthcare side, the nurses had the expertise in the area. Within their discussions, it was concluded that the only way for Leader 3 to grow the business was to lend from what the nurses were suggesting. Follower 2 just said simply that during their network days, Leader 3 allowed people to ask and raise opinions. Follower 3 referred to soliciting opposing views as taking a quick dip stick, she said that the leader would not ask everybody but would do a quick dip stick.

Concerning handling opposing views when having to make a decision, Leader 3 said:

> *I am open to them and I am always willing to listen to the other side. I do believe in the balanced view, but I think you can argue your own opinion but ultimately people have their own views and you have to respect them for that.*

It is quite clear that Leader 3 valued the importance of multiple sides of the story. Follower 1 defended Leader 3 by stating that the leader took everybody's opinion and feedback into consideration, and then made the best decision for the business and not for the person, based on this feedback. Follower 2 spoke within the same lines by explaining that the leader listened to opposing views but if those views wanted them to do something that was harmful to the collective or was against the values of the organisation then Leader 3 would say no. Follower 3 felt that Leader 3 handled opposing views well and used this information to make decisions. Follower 3 was simple in her statement about Leader 3:

> *I think she is quite open-minded because no one is a hundred percent in their knowledge. I think she collates everything and then takes a decision based on that.*

Leader 3 went on to explain that she felt that when one had to make quick decisions, there was no time to collect all the information and one had to use their gut feeling in this case. On the other hand, decisions where you have time one could be more analytical and thus listen carefully to different points of view before coming to a conclusion. Leader 3 felt that listening carefully to different points of view in order to conclude was time-dependent and thus the urgency of the decision informed the decision process taken. Follower 1 felt that Leader 3's decision process was always a consultative process. Her perception was that the leader had never made a rash decision. Follower 2 felt that Leader 3 was not an autocratic leader; highlighting the same as follower 1, that consultation took place. Follower 3 brought up the EXCO of nurses who spoke to Leader 3 and this provided a nice platform where things could be addressed and tested. Follower 3 also thought that Leader 3 listened carefully to different points of view before coming to a conclusion.

5.5.1.3. Relational Transparency

Being the CEO of an organisation can be a lonely place if one does not manage the relationships inside and outside the organisation. As humans, we do not have all the tools in our arsenal to be able to deal with the multitude of individuals that exist in our realms. When asked if she sought feedback to improve interactions with others, Leader 3 explained that she got feedback from the chairperson of the board who was her ultimate report but felt that she did not get enough feedback from her team. Leader 3 saw the chairperson of the board, who was the founder of the organisation, as a mentor and thus the person she went to for advice. Since they are quite a small organisation, they do not have 360-degree feedback sessions but she went on to say:

> I would hope that because of the size of the team and how close we are, that feedback could be given if required.

Follower 2 and Follower 3 both said that they felt that Leader 3 would ask for help in this matter and Follower 2 even provided an example of the leader seeking help to handle a problem with a nurse but only after the said nurse had put her problems out to the group.

Leader 3 felt that she is the type of person to admit mistakes. On the same topic, Follower 1 also agreed on Leader 3 definitely admitted to mistakes. Follower 2 felt that Leader 3 would admit mistakes if needed because of the person that Leader 3 was. Follower 3 explained that she had not experienced the leader admitting to mistakes verbatim, but had observed instances where the leader had made corrections to what they had brought to light were

wrong. The perception of the leader and the followers are inline when it comes to admitting mistakes.

Leader 3 informed that she does not hide hard truths but she was very flexible in how she approached informing people. She explained that being naturally conflict-averse, made dealing with hard truths difficult, but one had to step outside of one's norm and be unnatural to self because of the role that they play as a leader. Leader 3 felt that hard truths had to be phrased in different ways according to who the audience was but that hard truth should not be hidden they should be dealt with so as not to destroy the work environment. Her statements could be interpreted as the leader not being true to self or being inauthentic.

Follower 1 explained that from her experience with Leader 3, she was always very straightforward with the information. Even though she was very flexible in her approach to a situation with a nurse that was quit unredeemable, when it came to hard truths where an initial discussion had already taken place, Follower 1 felt that Leader 3 was direct and did not hide the hard truths. Follower 2 felt that Leader 3 shared only what was necessary, as she understood the reasoning to be that Leader 3 did not want to cause panic among the staff. Follower 3 felt that the leader would share the challenges and even if someone else brought up the hard truth on the WhatsApp group, the leader would not shy away from this information and would explain her side of the story to ensure that everyone had the same understanding.

As to the type of relationships Leader 3 had in the organisation, she described herself as being a very open person and that her followers could talk to her. Leader 3 said that she was open to her followers sharing issues of a personal nature with her, but her own personal issues would only be discussed with the chairperson of the board. The leader thought that she was very approachable but added that there were lines that she would not cross. Follower 1 felt that Leader 3 had an open door policy and that her relationship with her leader was an open one. Follower 2 recalled that most of the time when she spoke with Leader 3, the leader would remind her:

> *"You know you can talk to me".*

Follower 2 felt that Leader 3 enabled an environment where one could approach the leader with any issue at hand. Follower 3 then went on to say:

> *Her door is open to everyone. Whoever wants to talk to her, but we do not patronise*
> *that space. She is in a position where she would allow you to chat with her, but one*

knows the line. Therefore, she is always available and the relationships are such that we have a comfortable professional relationship.

The decision to maintain a comfortable professional relationship was that of Follower 3 but she explained that she understood that Leader 3 was always available if need be. Follower 3 felt that Leader 3 had created a space where if they wanted to they could go to her. By having an open door policy, the leader was encouraging open relationships with her followers.

On the topic of sharing information openly, Follower 1 explained that the nature of their team being small meant that everyone in the team was always kept on the loop in terms of what was happening in other departments. The only thing that Leader 3 kept private was individual performance feedback, which was done in a private discussion. Follower 2 also agreed that the leader shared information openly.

As for transparent relationships, Follower 1 said that the team all sit in an open plan and everything was discussed and the entire team knew what was happening at any point. Follower 2 also spoke within the same lines. She mentioned that at the meetings, Leader 3 shared the statistics about how particular clinics were doing but with individual information, she agreed that this was not shared within the group but on an individual basis.

Leader 3 felt that she did not always convey true opinions and motives. She explained by saying:

I choose my words carefully given the audience but I do not make it flowery and soft.

Leader 3 felt she used selective messaging according to the audience. Follower 1 provided support for Leader 3's statement by saying that she knew where she stood with the leader at any point. Meaning that there was clarity of messaging by the leader. Follower 1 actually felt that Leader 3 conveyed true opinions and motives all the time.

Leader 3, in terms of displaying emotions exactly in line with their feelings, felt that she always acted with controlled feelings. Paraphrasing the Leader 3, she said:

It has to be a controlled emotion, never rage or anger or shouting because I do not think a good leader should display those characteristics.

Follower 1 felt that her leader was an open sharer to the extent that she even would tell them when she had a gut feeling about issues and would ask them to thrash out the issues within the organisation at the time.

When assessing if the leader encouraged everyone to speak their mind, Leader 3 felt that hierarchy was kept within the organisation, but people could speak their mind and would be heard but a more senior person would make the decision barring in mind what the other person had brought to the table. Follower 1 felt that Leader 3 had started the relationship on openness and encouraged people to air their views. Follower 2 mentioned that the leader never shut anybody down and that she knew this on a personal level as it had never happened to her. To quote Follower 3:

> *People have full reign to say whatever they want, in any language, in any tone, and sometimes you feel sorry and she will just take it.*

Leader 3 felt that she shared her thoughts, emotions, needs and preferences but did not push her beliefs on others. She said:

> *I have never been one that pushes my religion in any form, so in other words, I believe people have a choice and I believe that because of what I believe in that I should be walking that belief, so people should not have to ask me what I believe in.*

Thus, Leader 3 does not force her beliefs on others but instead walks the values she believes in so that people may see them through her behaviour. Follower 1 spoke in line with Leader 3 sharing beliefs. Follower 1 felt that Leader 3 did disclose her true beliefs without impeding on the beliefs of her followers. She said this about Leader 3:

> *She does not enforce those beliefs on anybody, and she is open to listening to different opinions and other people's beliefs.*

In terms of sharing her emotions with her team, Leader 3 felt that she was an emotional person and said:

> *I am actually a very emotional person, sometimes because of the work that we do, I am completely blown away emotionally when I see the thought that has been put out into the communities, when I see how well the nurses have done in their roles, it makes me very proud and I get emotionally proud.*

Follower 1 did not feel that the leader was an emotional person but that she managed herself and her actions fairly well. Leader 3 in her own interview mentioned that she had controlled emotions and that is probably why Follower 1 thought that Leader 3 was not an emotional person. Follower 1 though felt that Leader 3 embodied the values of openness, transparency and respect. She said this about Leader 3:

> *I think that for me the values that she embodies definitely are openness and transparency. There is this deep sense of respect that she has for me as a person, you know she understands that even though this job is my entire life, I am still a wife, I am a mother, I am a daughter and that is important.*

In terms of protecting fragile egos, Leader 3 felt that this happened more in male-dominated roles and that she herself did not have an ego. She felt pride in her achievements but understood that it was not achieved alone and she had great teams with her always. The leader here did not really explain about other people's egos. Follower 1 said this about the leader:

> *The leader has realised from experience that when the snake's head starts to appear just nip it in the bud before it starts to fester.*

Follower 1 thus felt that Leader 3 did not tiptoe around fragile egos; instead, these were met with head-on. Even though these were confronted, Follower 1 felt that Leader 3 handled this with a balance between empathy and just pure directness as a leader to ensure that the staff did not try to ride the system if she was too empathetic. Each situation was handled differently from her perception.

Follower 2 highlighted that that there was an abundance of women within the organisation which meant that many issues due to egos did come up, she then felt that Leader 3 handled these issues calmly, directly and did not shy away from them. She said this about the leader:

> *She is dealing with many women. She has handled all the issues and answered questions. There would be questions that are very sensitive, direct and not so polite, but she has tried. Because I do not know if it was me, if I would be as calm.*

Follower 2 showed respect for Leader 3 in how she handled egos within the organisation. Follower 3 explained that she understood that the leader dealt with many different people but from her perception, she had never seen this cause a problem and hence felt that the leader dealt with egos well.

In terms of the threat of follower Potential. Follower 1 felt Leader 3 would not be threatened by follower potential, as there was already plans laid out by the leader for Follower 1 to one day take over. She also explained that Leader 3 had been asking her to take over certain parts of the role in readiness for the Leader to step down one day. Follower 2 explained:

I think she would encourage it. I do not think she would close doors for anyone. She would recommend. She is not a selfish person.

Follower 2 also felt that Leader 3 would not be threatened by follower potential. Follower 3 also felt that Leader 3 would not have problems with follower potential. She explained this using an African analogy:

No problem because every tree shares its fruits and it is the quality of the fruit that is shared by that tree that makes you say what a wonderful tree.

Leader 3 provided work-related feedback at one on one sessions. The process was formalised within the company but in instances where the situation had just taken place, Leader 3 felt that she was capable and did provide on the spot feedback. Follower 1 also felt that the leader handled feedback on a one on one basis. Follower 2 said this about Leader 3:

If she has issues with me, that is what she will deal with me and she will not take my problems to the network, unless I decide that I take the problems to the network. Therefore, she has done that very well.

Follower 2 felt that Leader 3 also worked on a one on one basis. Follower 3 mentioned the compliance tools that were part of the official processes for feedback sessions and explained that when one did not achieve these it was when the leader would step in to handle the situation on a clinic to clinic basis and thus on an individual nurse basis. She was also on the same opinion that Leader 3 did not shy away from employee feedback but met it head on.

5.5.1.4. Internalised Moral Perspective

In terms of Leader 3's decision-making process, she described it as always having the end goal in mind and then searching for the most efficient and effective way to achieve that goal. Follower 2 felt that the leader was very precise and decisive in her decision-making.

When asked if the decisions she made were based on her own core values, Leader 3 said:

You have to remain true to yourself, decisions whether personal or for work has to be based on your personal values and the values of the business that you are representing.

Leader 3 remained true to herself during decision making by considering her values, but understood that the values of the business needed to come into consideration every time a decision was to be made. Follower 1 felt that the people in the organisation had similar values and that is how the leader had selected them. This similarity in values made it easier for Leader 3 to make decisions, thus she felt that Leader 3 did use her values when making a decision but those values were also the values of the organisation. Follower 3, when discussing this topic, mirrored the sentiments of the leader by saying that Leader 3 used both the company and her own values when making a decision.

While discussing the topic of making difficult decisions based on high standards of ethical conduct, Leader 3 felt that integrity was all she had and she felt compelled to act on it particularly working with funders' money where they have, as she said, an important task to spend that money in a transparent way. She further explained that they had to deliver what was promised and make sure that even the nurses within the health facilities were providing health care and acting with integrity at all time. Leader 3 made difficult decisions based on high standards of ethical conduct and encouraged an ethical culture within the organisation. Follower 1 thought that Leader 3 was an ethical person by nature and emphasised that being ethical was one of the company's core values that included transparency, openness and all the other clinical core values. Follower 2 confirmed that Leader 3 did make difficult decisions based on ethics and Follower 3 explained that there was no way of negotiating around the topic of ethics in the industry they operated in. In this case, Leader 3 was perceived as ethical by the followers.

In terms of behaviour when actions were not consistent with beliefs, Leader 3 iterated a story of how she stood her ground on pro-choice when it came to women choosing to have abortions. Even though they did not offer abortions, they referred women to clinics that offered safe abortions to make the choice themselves and the nurses have to comply, they could not stop people because of their own Christian beliefs. This story was a great way to provide evidence on her behaviour when actions were not consistent with beliefs. She stayed true to her beliefs. Follower 1 without being prompted narrated the same story as Leader 3. Within her narration, she said:

You know she (Leader 3) has had to make that stand and say, "look, as much as it is going to really benefit the bottom line, it is not who we are".

Follower 1 felt that Leader 3 stood by her beliefs and was able to find solutions to resolve differences between morals and potential or actual outcomes. Follower 2 felt that Leader 3 was very considerate and not a selfish person. Follower 2 brought up the multicultural and diverse nature of the organisation and explained that she felt that Leader 3 would do what was good for the collective and follow the rules of the company. She felt that Leader 3 would not make a decision based on her own values but instead would take the action that was best for the majority. Follower 3 also mentioned the issue of abortions and she felt that Leader 3 had let them know that certain things were non-negotiable. They as a company cannot cross the ethics line and the general norms of how they treat people. Follower 3 felt that Leader 3 found a balance between the morals and what was required within the industry they operated.

Leader 3 felt that she promoted others to stand by their own core values. She went further to explain that in a small team you surrounded yourself with people who have the same values so it was easy to let them stand by their core values. She also explained that the difference between their organisation and corporate organisations is that within corporates the values of the business drive the decision-making. Within their company, there was a merger of personal values and organisational values. Follower 1 agreed that Leader 3 promoted others to stand by their own core values. Follower 2 said this was evident in the leader, as she had allowed her to take her own stand on abortion. Follower 3 explained that because the Leader was not a nurse she provided them with a lot of freedom and told them it was their area and they were able to do what they wanted.

5.5.1.5. Authentic Leadership Perceptions

Leader 3 believed that she was a very open communicator, honest and an inclusive type of leader. She also felt that she was grounded, open-minded, stuck to her role while not swaying from the mission of the organisation.

In regards to the follower's perception of how the leader saw herself, Follower 1 thought that Leader 3 saw herself as a collaborative leader, consultative, one to not micromanage, that she had ideas or was visionary and knew where the project should go, also that she was open to ideas. Follower 1 said:

I think she is a collaborative leader, you know, she has an idea. We have a goal in terms of where we want to get to with this project in the next five years, and it is that sense of, again partnership, in being willing to listen to what will work within the team

that makes the type of leader that she is. I do not think there is ever been a time where she has sent out an instruction, like, "this is the law and that is how it needs to be". It is always a consultative process with her and that is what makes it works.

Follower 2 felt that Leader 3 did not praise herself and treated them like the superiors or experts as nurses. She also felt that Leader 3 in a way led from the back in that she allowed them to shine. Thus, Follower 2 said this about Leader 2:

She does not normally praise herself. She feels that she is privileged that she is amongst us. She does not see herself as a superior to us. She treats us as if we are more superior to her and she has a very good qualification herself.

Even though Leader 2 was a chartered accountant, she always treated the nurses in the organisation as if they were more superior.

Follower 3 thought that the leader saw herself as the type of leader that is driven by passion and wore her heart on the sleeves. This means that Follower 3 feels Leader 3 is an open book and always wants to do meaningful work. Follower 3 said this about Leader 3:

I would say she is a champion of good will. She sees herself as that …she feels she wanted to help and was compelled to help. She understands the environment, that she is there for a purpose to make a difference, and I think that is the type of leader that she sees herself as. So her heart is first there, she provides with her heart first and the rest follow. She is that type of a leader that is driven by passion.

Her heart is first there has been interpreted as she wore her heart on her sleeves. Follower 3 felt that Leader 3 felt compelled to help and thought of herself as a champion for goodwill.

In terms of Leader 3's perception of how others saw her, she felt that there was consensus and that people saw her the same way she saw herself. Leader 3 thought others saw her as open, in that they knew they could come to her with anything and she would help them solve the problem. She also thought others saw her as a good communicator and approachable with an open door policy. Follower 1's perception of the type of leader was that she thought Leader 3 was open to new ideas and said:

Her style of leadership is not a dictatorship. She is very trusting.

Follower 1 felt that Leader 3 encouraged follower autonomy in not being dictatorial and there was a sense of mutual trust as the leader trusted them. Follower 1 further said this about the leader:

> *I think a leader is somebody who is able to manage a business from all its compliance corporate controls but also somebody that is able to fully build relationships within their team. Someone that gives people the freedom to grow professionally, operate within the scope of their job but also be bold enough to say, this is where you need guidance, this is where you are going wrong. For me she embodies that because sometimes everybody has ideas, and she will allow you to run with that idea unconditionally stay in your lane and you stay within budget.*

Thus, Follower 1 also felt that Leader 3 was able to manage the business, able to fully build relationships within their team, and provided them with autonomy in order to grow professionally. Follower 2 on the other hand, felt that Leader 3 was negotiable and flexible. She further felt that Leader 3 had an open door policy, was a good listener, and that she loved what she did and was doing it out of the goodness of her heart. She thought that the leader was also great at getting sponsors. Follower 2 said this about Leader 3:

> *You can negotiate with her, and she has been very flexible. If you come up with things that you think will enhance your business, she is quite flexible. I want to believe that she has an open-door policy as well. You can text her, you can just give her a call. She has an ear and she listens. She is good, and I think that she is doing this out of the goodness of her heart. She just loves what she does. She has to go out and get the sponsors, and you know, to be begging, she becomes the beggar for people that she does not even know and she has not even met and it takes a lot.*

Follower 2 also felt a leader should lead by example, be open-minded, and not selfish. She felt a leader had to love working with people, understand their culture and respect them.

Follower 3 felt that Leader 3 was committed, wore her heart on her sleeve (goes in with her heart), dedicated, honest, results driven and only lacked the healthcare perspective. She felt that SEs needed a leader similar to Leader 3 that was exemplary (lead by example), makes a difference, influences people, understands and manage the different aspects in different people, a leader who looks at the purpose first and a leader who exudes the Batho Pele (people first) principle. Furthermore, she said the following about Leader 3:

Empathy, understanding the community, being an open person, honesty, being honest, approachable, kind, valuing the people that you are servicing you know it still comes back to Batho Pele, you know people first. Respect, you are not imposing yourself on them, but if you respect them and you sympathise and empathise with them and you put yourself in their shoes.

Within this statement, one can interpret that Follower 3 felt that the leader had empathy, understood the community, had openness, honesty, was approachable, was kind and valued people, respected the people and did not impose herself on them.

5.5.1.6. Summary of Case Study 3

Table 6 below provides a summary of all the perceptions of authentic leadership within Case Study 3. The table was constructed by analysing the answers of all participants within this case and then placing these answers in side by side in the table. The answers are organised per authentic leadership construct and by each relevant dimension of each according to the perceptions in this particular case. The side-by-side view of answers provided a better understanding of the case and allowed the researcher to see consistencies and inconsistencies between Leader 3's perceptions and his follower's perceptions.

Table 6: Summary of Case Study 3

Authentic Leadership Constructs	Construct Dimensions	Leader 3	Follower 1	Follower 2	Follower 3
Self-awareness	Derive meaning from the world	Showed understanding of how one derives meaning from the world. Experiences throughout her career.			
	Impact one has on others	Understood that one's actions affected others. Spoke of impact in terms of work	Perceived Leader 3 to understand how his actions impacted others		
	Knowing one's strengths and weaknesses	Strengths: being analytical, methodical, able to meet deadlines, open, able to entertain different types of people in her role as CEO to get funding and being passionate about what she does. Weaknesses: was conflict-averse, were too bogged down in the detail and that she may take on too much too often.	Leader 3's strengths: openness, transparency, being visionary and committed to the end goal.	Leader 3's strengths: flexibility, open-mindedness, passionate about what she does, emotional when need be but hard when she needs to be. Weaknesses: trusts people too much and that sometimes she cannot let go of something she believes in and wants it to work.	Leader 3's strengths: transparency, good negotiator, good decision maker, gives second chances and sees potential in people. Weaknesses: overdoes it in terms of her kind heart and gives people too many chances.
	Re-evaluate position on important issues	Knew when it was time to re-evaluate his position on important issues.	Perceived the leader as knowing when to re-evaluate.		
Construct Summary		**Leader 3 conforms fully to the construct of self-awareness.**	**Follower 1's perception is consistent with Leader 3's perception.**	**Follower 2 understood Leader 3's strengths and weaknesses, implying Leader 3 was self-aware. There were no answers for the other dimensions.**	**Follower 3 understood Leader 3's strengths and weaknesses, implying Leader 3 was self-aware. There were no answers for the other dimensions.**

Authentic Leadership Constructs	Construct Dimensions	Leader 3	Follower 1	Follower 2	Follower 3
Balanced Processing	Solicit opposing views	Solicited opposing views to counter her principles and ensure she made decisions that benefited the company.	Perceived Leader 3 to solicit opposing views because of her understanding that the nurses know the healthcare side of the business better.	Perceived Leader 3 to solicit opposing views during network days.	Perceived Leader 3 to solicit opposing views.
	Handling opposing views when making decisions	Thought she handled opposing views well because she valued the importance of multiple sides of the story.	Perceived Leader 3 as handling opposing views well. Felt she took in every opinion into consideration to make the best decision for the business and not the individual.	Perceived Leader 3 as handling opposing views well, as long as they did not harm the collective or were against the values of the organisation.	Perceived Leader 3 as handling opposing views well and used this information to make decisions.
	Listen carefully to different points before the conclusion	Felt that she listened carefully to different points of view in order to conclude but this was time dependent.	Perceived Leader 3's decision process to be a consultative process.	Perceived Leader 3 as not an autocratic leader, meaning consultation that takes place.	Felt Leader 3 listened carefully to different points of view before coming to a conclusion.
Construct Summary		**Leader 3 fully conforms to the construct of balanced processing.**	**Follower 1's perception is consistent with Leader 3's perception.**	**Follower 2's perception is consistent with Leader 3's perception.**	**Follower 3's perception is consistent with Leader 3's perception.**

Authentic Leadership Constructs	Construct Dimensions	Leader 3	Follower 1	Follower 2	Follower 3
Relational Transparency	Emphasis on follower development		Felt Leader 3 put emphasis on follower development by providing them with autonomy in order to grow professionally.		
	Seek feedback to improve relationships	Felt she sought feedback to improve relationships especially from the chairperson of the board.		Felt Leader 3 sought feedback to improve relationships.	Felt Leader 3 sought feedback to improve relationships.
	Admits mistakes	Felt she admitted mistakes	Perceived Leader 3 as one to admit mistakes	Perceived Leader 3 as one to admit mistakes	Perceived Leader 3 as one to admit mistakes

Does not hide hard truths	Felt that she did not hide hard truths but the way they were communicated needed to be adjusted according to the audience.	Felt Leader 3 did not hide hard truths but was flexible in her communication approach.	Felt Leader 3 did not hide hard truths but only what was necessary so as not to cause panic among the staff.	Felt Leader 3 did not hide hard truths or shy away from confronting the information if someone else brought it up.
Open Relationships	Felt she had open relationships, was approachable and did not cross any lines with her employees.	Perceived Leader 3 to have an open relationship.	Perceived Leader 3 to have an open relationship by being approachable.	Perceived Leader 3 to have an open relationship by being approachable, available, having an open door policy and encouraging of open relationships but she not the leader did not cross the lines.
Sharing information openly		Perceived Leader 3 to share information openly and only kept individual performance feedback private.	Perceived Leader 3 to share information openly.	
Transparent Relationships		Perceived Leader 3 to have transparent relationships since everyone in the team was aware of everything that was happening.	Perceived Leader 3 to have transparent relationships because business statistics were shared openly and only personal information was private.	
Conveying true opinions and motives	Felt that she did not always convey true opinions and motives because she used selective messaging depending on the audience.	Felt Leader 3 conveyed true opinions and motives all the time.		
sharing thoughts, emotions, needs, preferences and beliefs	Felt that she shares her thoughts, emotions, needs and preferences but did not push her beliefs on others. Describing herself as an emotional person.	Felt Leader 3 disclosed her true beliefs without impeding on the beliefs of her followers, was not an emotional person and embodied the values of openness, transparency and respect.		
Display emotions exactly in line with their feelings	Felt that she always acted with controlled feelings.	Perceived Leader 3 to be an open sharer of feelings.		

	The leader encourages everyone to speak their mind	Felt she encouraged everyone to speak their mind with the understanding that decisions would be made higher up in the hierarchy.	Felt Leader 3 encouraged everyone to speak their mind because she had started their relationship on openness and encouraging people to air their views.	Felt Leader 3 encouraged everyone to speak his or her mind.	
	Protect fragile egos	Felt that she did not feel the need to protect her own status or that there were people with fragile egos in a female dominated organisation.	Felt that Leader 3 did not feel the need to protect fragile egos while handling these with a balance between empathy and pure directness to ensure that no one took advantage.	Felt that Leader 3 did not feel the need to protect fragile egos in the female-dominated organisation that Follower 2 felt had many issues.	Felt that Leader 3 did not feel the need to protect fragile egos.
	providing work-related feedback	Felt she provided honest work-related feedback at formalised one on one sessions.	Felt Leader 3 provided honest work-related feedback at formalised one on one sessions.	Felt Leader 3 provided honest work-related feedback at formalised one on one sessions.	Felt Leader 3 provided honest work-related feedback at formalised one on one sessions.
	The threat of follower potential		Felt Leader 3 was not threatened by a follower showing potential to one day take over the leader's job.	Felt Leader 3 was not threatened by a follower showing potential to one day take over the leader's job.	Felt Leader 3 was not threatened by a follower showing potential to one day take over the leader's job.
Construct Summary		**Apart from not conveying true opinions and motives, Leader 3's perception mostly conforms to relational transparency construct.**	**Follower 1's perception of Leader 3 was slightly inconsistent with Leader 3's because Follower 1 felt Leader 3 fully conformed to the relational transparency construct and conveyed true opinions and motives.**	**Follower 2's perception is consistent with Leader 3's perception. On the points, she was not silent about.**	**Follower 3's perception is consistent with Leader 3's perception. On the points she was not silent about**

Authentic Leadership Constructs	Construct Dimensions	Leader 3	Follower 1	Follower 2	Follower 3
	Decisions based on core values	Felt that both her values and the organisation were used to make decisions and largely these values were the same.	Felt Leader 3 made decisions based on her core values, which were similar to the organisation's values, and people were selected for having similar values.		Felt that Leader 3 used both her values and organisational values to make decisions.
	Difficult decisions based on high standards of ethical conduct	Felt that she made difficult decisions based on high standards of ethical conduct, encouraged an ethical culture within the organisation and felt that integrity is all she had.	Perceived Leader 3 to make difficult decisions based on ethics and saw her as an ethical person by nature. Being ethical was one of the company's core values that included transparency, openness and clinical core values.	Perceived Leader 3 to make difficult decisions based on ethics.	Follower 3 explained that there was no way of negotiating around the topic of ethics in the industry they operated in. In this case, Leader 3 was perceived as ethical by the followers.
Internalised Moral Perspective	Behaviour when actions not consistent with beliefs	Felt she never performed actions that were against her beliefs and had stood her ground on pro-choice when it came to women choosing to have abortions.	Felt that Leader 3 stood by her beliefs and was able to find solutions to resolve differences between morals and potential or actual outcomes.	Felt that Leader 3 would do what was good for the collective and follow the rules of the company.	Felt that Leader 3 stood by her beliefs and was able to find solutions to resolve differences between morals and potential or actual outcomes because she was being non-negotiable about abortions. The company cannot cross the ethics line and the general norms of how they treat people.
	Promote others to stand by their own core values	Felt that she promoted others to stand by their own core values. This was simply because in the small team she had surrounded herself with people who had the same values.	Felt Leader 3 promoted others to stand by their own core values.	Felt Leader 3 promoted others to stand by their own core values because she had allowed her to take her own stand on abortion.	Felt Leader 3 promoted others to stand by their own core values, as nurses they had freedom in their clinics.
Construct Summary		**Leader 3 fully conforms to the construct of internalised moral perspective.**	**Follower 1's perception is consistent with Leader 3's perception.**	**Follower 2's perception was partly consistent with Leader 3's perception.**	**Follower 3's perception is consistent with Leader 3's perception.**

Authentic Leadership Constructs	Construct Dimensions	Leader 3	Follower 1	Follower 2	Follower 3
Authentic Leadership Perceptions	Leader's perception of the type of leader	Thought she was a very open communicator, honest, inclusive, and grounded, open-minded, sticks to her role while not swaying from the organisation's mission.			
	Followers perception of how leader sees himself		Thought Leader 3 saw herself as a collaborative leader, consultative, not a micromanager, visionary and that she is open to ideas.	Felt Leader 3 was self-critical and treated them like the superiors or experts as nurses, led from the back and allowed them to shine.	Thought that Leader 3 saw herself as being driven by passion, wears the heart on her sleeves, was an open book and always wanting to do good.
	Leader's perception of how others see him	Felt people saw her the same way she saw herself as open, helpful, a good communicator and approachable with an open door policy.			
	Followers perception of the type of leader		Perceived Leader 3 as open to new ideas, encouraging follower autonomy, not dictatorial, had mutual trust, managed the business well, and was able to fully build relationships within their team.	Perceived Leader 3 to be negotiable, flexible, had an open door policy, a good listener, loved what she did and was doing it out of the goodness of her heart, was great at getting sponsors, led by example, was open-minded, not selfish, love working with people, understood their culture and respected them.	Perceived Leader 3 as committed, wore her heart on her sleeve, dedicated, honest, results-driven, lacked the healthcare perspective, leading by example, making a difference, influenced people, understands and manages different aspects in different people, puts purpose first, had empathy, understood the community, was open, approachable, kind, valued and respected people, did not impose herself on people and exuded the Batho Pele (people first) principle

	Leader 3's perception of herself in majority conforms to the authentic leadership idea.	The openness of Leader 3 was evident. Follower 1's perception was predominantly consistent with Leader 3's perception but most importantly, she perceived Leader 3 to conform to the authentic leadership idea.	The openness of Leader 3 was evident. Follower 2's perception was predominantly consistent with Leader 3's perception but most importantly, she perceived Leader 3 to conform to the authentic leadership idea.	The openness of Leader 3 was evident. Follower 3's perception was predominantly consistent with Leader 3's perception but most importantly, she perceived Leader 3 to conform to the authentic leadership idea.
Construct Summary				

Table 6 revealed that Leader 3's perception of authentic leadership was different to what had been theorised on the idea that she did not convey true opinions and made decisions based on a merger of her values and the organisations values. All followers agreed with Leader 3's perception of herself.

5.6. Case Study 4: Social Enterprise in Healthcare

Case Study 4 is a social enterprise working within the health sector as a society for healthcare professionals within the HIV space. The support they provide ensures that its members deliver high-quality HIV prevention, care and treatment services. The organisation is predominately donner funded and are in the process of restructuring the organisation to have a profit-making arm. The female leader was interviewed along with three female employees for the purpose of this study. The perceptions of Leader 4 and her followers can be found below.

5.6.1.1. Self-awareness

Leader 4 derived meaning from the world from how she was raised, especially the role her mother had played in her life as a person who encouraged her to volunteer her time when she was young. Her experiences volunteering as a young person had made her into the person she was today and she understood that in wanting to impact you must always get everyone's side and ask people what they want before doing something without understanding. She was talking about a process of co-designing with beneficiaries.

Leader 4 felt that she clearly understood how one's actions could have an impact on others. For Follower 1 there was no hesitation in sharing that she felt Leader 4, more than most, understood one's impacts and that she had passed on that knowledge to them. Follower 2 on the other hand felt that sometimes the leader understood and sometimes she did not. Follower 2 explained that she felt this way because the leader would sometimes share an employee's performance with other employees without understanding how this would make that employee feel. For Follower 3, she felt that Leader 4 understood how actions affected others in how she handled providing negative feedback to people. She explained that Leader 4 aimed for the positives, as she did not want to break a person down.

In terms of knowing one's strengths and weaknesses, Leader 4 felt that her weaknesses were that she did not accept failure in herself and therefore she did not in others and that because of this, she was bad at delegation. She provided her strengths as her ability to inspire people to follow her, ability to develop people, to give people the space to shine, and that she did not take on someone else's work as her own. Follower 1 felt that a definite strength of Leader 4 was her ability to build relationships, and being able to visualise the big picture, she further explained that she thought Leader 4 to be fearless. She felt that Leader 4's inability to stop working and being bad at delegation were her weaknesses. She said this about Leader 4:

> *Therefore, a definite strength is a relationship building, and being able to visualise. She has got very big pictures skills, fearless and then I would say weakness would be just*

not being able to kind of stop and I suppose that is got a little bit to do with delegation really but again you know a small organisation, there is actually no one she can delegate to. It kind of all sits on her shoulders.

For Follower 2, Leader 4's strengths were that she was determined, approachable, friendly and strategic. Her weaknesses were mentioned to be a tendency to show a bit of favouritism. Lastly Follower 3 thought that Leader 4's strengths were being a dynamic individual, having the phenomenal work ethic, having empathy especially about the employee's children or pets, listening with understanding, and having a good memory of what was said prior. Follower 3 felt that Leader 4's weaknesses were wearing her heart on her sleeve, feeling things too deeply and then showing this to people, being excessively self-critical and thus too hard on herself, she felt that Leader 4 took on too many jobs and needed to delegate these to the team.

On the topic of knowing one's emotions, values and beliefs, Leader 4 thought that her values were being proudly South African, she believes in empowerment and in the development of employees. She further believes in helping through giving time (volunteering) and not just giving money, and is an anti-capitalist as she believes profit or money comes when you are doing something right. In terms of sharing her beliefs, Leader 4 felt that she shared this openly with the team and said:

> *I share my beliefs. In fact, I can be a little non-negotiable with them but it is because I feel so right.*

Follower 2 thought that the leader was not shy to speak about how she felt which encouraged them as the staff to reciprocate. Follower 3 also felt that Leader 3 shared her beliefs and said this about the leader:

> *She has very strong beliefs about certain things and she makes them known but she does not judge anyone that has different beliefs.*

Leader 4 said that she accepted being challenged when it came to re-evaluating her position on important issues. She claimed that she found this useful, as she wanted people to come up with different ideas from her own:

> *I want someone to come up with another idea or a different idea or contrary idea because I think that it will help me think through better and that is often how I re-evaluate.*

Follower 1 felt that sometimes Leader 4 would only realise that what you had told her was a great idea later on but that Leader 4 was very happy to acknowledge the oversight on her part and let the individual know that as a leader she should have dealt with it differently. Follower 2 agreed that Leader 4 did re-evaluate her position on important issues. Follower 3 felt that Leader 4 re-evaluated her position but often this came after Leader 4 had first argued her point of view out. Follower 3 said this about Leader 4:

> She likes a good debate, so she is happy to put her point forward, she is also happy to concede or half concede.

Follower 3 thought Leader 4's fundamental (personal) belief system was quite solid and it would take a lot to change it. She explained that the leader had said something like yours, mine or ours in terms of the values that would stand within the organisation.

5.6.1.2. Balanced Processing

When discussing soliciting opposing views, Leader 4 explained that if it was not a core value she was open to shifting and would seek opposing views but in her core values, she was solid in her convictions. Follower 1 agreed that the leader asked for opposing views especially when she was not entirely sure of the direction that she was taking or the decision that she was making. The same with Follower 2 she agreed as well.

About analysing objectively all relevant data, Leader 4 said the following about processes internal to the company:

> I try to take everyone's perspective and I will change my mind if someone else has a convincing perspective.

Leader 4 felt that she was one to collect and analyse relevant information within the organisation before coming to a conclusion. Follower 1 felt that the leader obsessively analysed relevant data when having to make a decision. Follower 2 felt that Leader 4 was open to them making suggestions and if changes needed to be made the leader was happy to make them. She felt that Leader 4 considered everybody's opinion. Follower 3 felt that Leader 4 was very analytical and explained that often Leader 4 would trawl through raw data to find correlations to whatever the discussion point was.

In terms of handling opposing views when having to make a decision, Leader 4 did consider herself as accepting of being challenged. She found opposing views useful, but in some areas within her particular role where she deferred the decisions, especially if it was a clinical decision because she was not a doctor. For the decisions she could not decide on, she made sure that she represented the patient's voice and the woman's voice so that the doctors did not forget this when deciding. To deepen my understanding of what she was explaining, Leader 4 elaborated:

> I can do that, bring in a different perspective, and play devil's advocate.

Follower 1 felt that Leader 4 was very open to people's ideas and was able to take on an opposing view but may not ever agree with it or it turned into an agree to disagree type of scenario. This place of opposing conversation was always done in a professional way and thus Follower 1 felt that Leader 4 allowed the opposition to take place. Follower 1 then said:

> That is not to say that she (Leader 4) will accept all of your ideas, but we are encouraged to be innovative and to help drive the process in the way that we know how.

Follower 2 agreed that Leader 4 was open to suggestions regardless of a person's position and that the leader did consider their input. Follower 3 explained that Leader 4 would listen and debate topics to a certain degree, but ultimately her goal was always to get the job done. On the same topic, Follower 3 emphasised:

> If she (Leader 4) disagrees with the opinion, she will then push hers forward, but she would have given the person the opportunity to be heard which I think makes a difference.

Follower 3 compared Leader 4 to an authoritarian leader and said that Leader 4 never behaved in this manner where she would state the way things ought to be done. Follower 3 felt that Leader 4 was not an authoritarian type of leader that imposed her own law.

In regards to the topic of listening carefully to different points before making the conclusion, Follower 1 felt that Leader 4 usually over-analysed information. She also explained that Leader 4 was not the type of leader who would impose her decisions. In a way, Follower 1 also felt that Leader 4 was not an authoritarian type of leader but instead she felt that Leader 4 allowed people's opinions to be heard and tended to over analyse. Follower 3 understood that sometimes due to time constraints of the decision, the leader did not have time to listen to the

entire debate, but she felt that Leader 4 was able to create that balance with urgency versus priority.

5.6.1.3.   Relational Transparency

The idea of a leader having an emphasis on follower development was not asked directly but during the interview, it came up clear. Leader 4 thought herself to be a developmental leader but felt that only the employee that she had worked with for many years and within different organisations would see her that way. This employee was not part of this survey. Follower 3 felt that Leader 4 made her want to be better, which could be seen that Follower 3 thought that Leader 4 encouraged her development as an employee or as a person.

When talking about the idea of seeking feedback to improve relationships, Leader 4 explained that there was a situation that was ongoing that had forced her to seek feedback from over a hundred people inside and outside the organisation to gauge if she was right in her feelings and response to the situation. Leader 4 felt that there were some situations that her social work background prevented her handling correctly, as she felt sorry for the people and in those cases, she called for the assistance of the HR consultant to handle the conversation. Follower 1 said that Leader 4 currently and previously had come to her for feedback and that many of these conversations took place in confidentiality, thus, she felt that the leader might also go to other people within the organisation to seek feedback to improve relationships. Follower 2 had not experienced the leader coming to her to ask how to handle a certain relationship but she felt that the type of person she understood Leader 4 to be, meant that Leader 4 could ask for help. Follower 3 explained that the leader sought advice to improve relationships from her directly, but new that this may not be the case with the rest of the employees. She said:

> She does from me. I cannot speak to the rest of the employees. However, then again, I just give it unsolicited. Maybe that is why she developed the relationship.

Leader 4 felt that she did not mind admitting mistakes. Follower 1 believed that Leader 4 admitted to mistakes. Follower 1 iterated the following about the leader:

> She is very happy to own that it was an oversight on her part or she should have dealt with it differently.

Follower 2 agreed that Leader 4 apologised for things. Follower 3 felt that Leader 4's admittance of mistakes was sometimes too often.

Leader 4 felt that she did not always convey true opinions and motives, as she preferred to protect people's feelings. To quote Leader 4:

> I am very acutely aware of how hurtful it is to be an adult and what people need from work and stuff. Everyone struggles, life is hard, and I do not know if I need to make it harder. I weigh up very carefully if I need to say something.

Follower 1 felt that Leader 4 always conveyed her true motives but she also thought that because the leader was a fast thinker, it sometimes hindered clarity in what the leader was saying. Follower 1 felt that often they had to ask for clarity from the leader especially when it came to emails. Follower 2 agreed that Leader 4 conveyed her true opinions. Follower 3 when asked if the Leader conveyed true opinions said:

> To me, yes. I think that to the employees she is not harsh whereas with me she can be. I am not overly sensitive; with the employees, she will frame it in a different way.

Here we see that Follower 3 is confirming Leader 4's own words that she may soften communication depending on who the audience was. Leader 4 manages the person she is interacting with thus to Follower 3 she will be direct but to another employee the same information may be provided but with a more positive undertone.

Leader 4 felt that she did not hide hard truths and said that she was open with it and shared it during staff meetings. She however did the messaging with care so as not to create anxiety in the staff. The leader also explained that she believed in the truth in regards to sharing with the staff the difficulties that they had as a company. On the other hand, Leader 4 said that she struggled with personal truths and one-on-one conversations where she had to confront an employee. She ended up falling back on her my social worker training and started to empathise with the person about how it must feel and ended up using other members of staff like her HR consultant to handle these matters.

Follower 1 felt that Leader 4 dealt with hard truths swiftly. Follower 1 then explained a recent problem that had taken place within the organisation where an employee suddenly resigned and left the premises due to a race-related issue between that employee and another employee. When this happened, Follower 1 said this about Leader 4:

> She called an emergency meeting, got everyone in the boardroom and just told everyone what was happening.

Follower 1 felt that Leader 4 did not hide hard truths and was very open with information. Follower 2 agreed that the leader did hide hard truths from them, as she perceived the leader to be very open. Follower 3 in talking about hard truths provided statements that agreed with Leader 4's understanding of herself that she did not enjoy the confrontation or the uncomfortable conversations. Follower 3 felt that Leader 4 believed in honesty and was direct in her communication with the employees. Follower 3 also felt that the leader would be direct to the right people, but to others she would frame it differently and make it simpler to swallow, but she was not dishonest.

In terms of the leader having open relationships, Leader 4 felt that she had an open door policy and people knew that topics did not matter but they could come to her with anything. Follower 1 then explained that she felt that everyone knew they could speak to Leader 4 and that she had an open door policy. Follower 2 simply felt that Leader 4 was approachable. She perceived Leader 4 to be friendly to her and others and to be an honest person about her feelings and found that other people would hide their feelings but her leader did not. Follower 3 felt that the leader had open relationships within the organisation and said this about Leader 4:

> She is very open to hearing, listening and she always enjoys a good debate.

In terms of sharing information openly which is also a building block to this construct, Leader 4 explained that recently a decision about American donner money was made and she had been upfront with all her staff and included them in the decision making process. She had explained to them the fact that she did not agree with the conditions the particular donner was posing on the organisation. Leader 4 felt that she shared information openly. Follower 2 felt that the leader always let them know what was going on.

When it concerned displaying emotions exactly in line with feelings, Leader 4 saw herself as an emotional person and from her perspective; she found it hard to control her tears. She understood that her emotions were quick to appear and that she needed to control when to show them freely, and when not to. Follower 2 felt that Leader 4 was an honest person with her feelings. She felt that Leader 4 behaved like a human in the sense that when it was time to cry she cried. Follower 3 put it simply and said this about Leader 4:

> I love that she wears her heart on her sleeve.

The employees saw Leader 4 displaying emotions exactly in line with her feelings.

Leader 4 explained that to the farthest extent, she did encourage everyone within the organisation to speak their mind with the exception of those voicing out values or ideas that were contrary to the core values of the organisation. She said:

> *I really would be horrified if someone worked for me and thought that the woman's right to choose was not.*

She felt that she knew her followers had similar opinions to her own and knew that some may feel differently but did not openly reveal their opposing opinions, which was acceptable to her. Follower 1 did feel that Leader 4 encouraged everyone within the organisation to speak his or her mind. She explained that during "staff motivation type day" that was the theme to encourage staff to speak up if they had a problem. Follower 2 and Follower 3 both agreed.

In terms of Leader 4 having relationships that are full of mutual trust, Follower 1 said:

> *My overall sense is that all those relationships are very much founded on trust and support.*

Follower 1 said this when asked what kind of relationships the leader had within the organisation. Follower 1 felt that Leader 4 had relationships full of mutual trust. Follower 3 then described the relationship between herself and Leader 4 by explaining that they had developed a good relationship where they both knew how to balance each other out. This balance could be interpreted as a form of trust. For Follower 3 there was trust for the leader.

Within the concept of authenticity there has to be a sense that one is exhibiting who one truly is. Follower 1 said the following statement:

> *Therefore, everybody has a very individual relationship with Leader 4 because we are all different personalities but hers remains the same but she has these different relationships with everyone.*

The interpretation here is that even though Leader 4 had different relationships with different people, her personality remained the same and Follower 1 perceived her as true to who she was. Follower 1 saw consistency between who Leader 4 was and what she did. Similarly, Leader 4 was perceived by Follower 2 to be showing who she truly is to the employees. Follower 2 simply said this about Leader 4:

> *She is who she is.*

In terms of sharing thoughts, emotions, needs, preferences and beliefs, Leader 4 felt that she shared her beliefs, but what she tried not to share was her emotions, but her employees saw her get emotional. She would control emotions to do with her personal life well but she struggled with matters to do with work. She explained:

> *I struggle, like with the CCMA processes, I find that very hard, and people will see me upset. I have no control over it almost, but where I can control like what is happening in my personal life, I really try not to bring it to the workplace.*

Along the same topic of sharing thoughts and emotions, Follower 1 narrated a story involving Leader 4 and said:

> *Leader 4 was in the meeting and she got emotional, then the HR person was like, "We need to tone this down a little," but that is just how Leader 4 is.*

Follower 1 felt that Leader 4 was emotional and shared her feelings to the point where others in the organisation felt it was too much. Follower 2 said this about Leader 4:

> *She is an honest person about her feelings.*

Follower 2 was clear in her perception of Leader 4 being open and honest about her feelings and even said that she did not hide it like others. Follower 3 felt that Leader 4 was overly emotional and which was a two-sided coin, good and bad and one never knew the effect this would have on other employees. Follower 3 explained:

> *Because we are such a small company, she sees the company as a family and you tend to overshare sometimes with family. Sometimes that is great and at times it works against you.*

In terms of Leader 4's behaviour I dealing with fragile egos, Leader 4 felt that largely she was one to avoid conflict. She explained that usually it was the board members she found difficult to deal with and not the staff members. She had resolved all the issues with the staff and thus there were no more issues, but because she saw the board members as her bosses, she had issues with dealing with them and found herself gently managing their egos. Follower 1 had not experienced the leader dealing with an individual with an ego directly but explained this about Leader 4:

Her first qualification and job was a social worker, and so she has a lot of experience with counselling, and how to speak to people. She is very good at communication. Therefore, I just do not see how she would struggle with that.

Follower 1 felt that because of who Leader 4 was, she would not have difficulty in handling individuals with egos. Follower 2, in regards to egos within the organisation said this about Leader 4:

She will just talk to that person and you will just see that person's behaviour change. She intervenes in that sense.

Follower 2 felt that Leader 4 did not feel a need to protect fragile egos, but in fact dealt with it directly. Follower 3 felt that depending on the value that the person brought to the society, the leader would protect or not protect their fragile ego. The egos that were protected were some of the experts that they worked with where Leader 4 would give them treatment in line with their behaviour and if they were precious about their expertise depending on the value the person brought to the society. For the employees, Follower 3 felt that the staff normally dealt with a person acting important before it went to Leader 4 because they were such a small team. Follower 3 felt that the leader was not afraid to step up and fire people and tell them it was not going to work if the behaviour went too far, thus she felt that with the staff, Leader 4 did not feel the need to protect fragile egos.

In terms of the threat of follower Potential, Leader 4 also expressed, that she would love to see her employees showing potential and would not feel threatened by it. She can be quoted saying:

I would love that. I do not find that threatening at all. That is the point to ultimately not be needed, not be here and have this position filled by someone else.

Like in the other cases, Leader 4 also hoped to step down from her position. Follower 1 then said this about Leader 4:

I think that she would support that person's movement up and whatever they needed for example, perhaps they needed an extra qualification or mentoring. That is how I see Leader 4, she is a mentor, and she is very happy to rather develop people.

Follower 1 perceived Leader 4 as a developmental leader who was not threatened by the displayed potential of followers. Follower 3 felt that Leader 4 would be excited, would invest

in a person, would help the person to develop into the leader they needed to be and would share her experiences to assist that person to learn from Leader 4's mistakes. She also perceived that Leader 4 would not be threatened.

In terms of providing work-related feedback, Leader 4 explained of the five-minute meetings she has with her team every morning to do this. She was in a process of implementing a self-management culture within the organisation where the team would share what they were doing and the hurdles they were experiencing and together resolve matters. She also carried out formal feedback twice a year. Follower 1 also explained the performance management process that takes place twice a year but said that she personally had a weekly meeting with Leader 4 to give and receive feedback. Follower 2 felt that work-related feedback always came with positive reinforcement. Follower 3 said this about Leader 4:

> *She has weekly or monthly meetings with them (employees), and when a project is in crisis or ICU, she tends to have a daily meeting with them, and she always goes for the positive; she is not there to break you down, but she will not sugar-coat it if you have not performed.*

There is a sense of positive reinforcement that Follower 3 perceived but also highlighted a little bit about the leader not accepting failure as this was met with harsher words. Leader 4 did not shy away from work-related feedback.

5.6.1.4. Internalised Moral Perspective

Leader 4 did not hesitate to explain that her decisions were usually based on core values. The leader took the conversation back to the American donor money and explained in this case that she felt that she had been convinced away from her core values but she still could not bring herself to actually sign the contract and had found a way around it where a board member signed on her behalf. For her just in agreeing that they would take the money, even though she did not need to sign and legally they did not need to follow verbatim the contract, she felt she was doing something that did not align to her core values. Follower 1 and Follower 2 both felt that Leader 4 always made decisions based on her own core values. Follower 3 answered:

> *I think she has a good balance in that yes, but she also makes the right decisions for the society.*

Thus, Follower 3 felt that Leader 4 in using her core values to make decisions also ensured that they were done for the betterment of the collective.

When asked if difficult decisions were based on high standards of ethical conduct, Leader 4 explained that within the industry they operated in, it was important that they remained ethical and they had an ethical code of conduct that was applied and expected from all staff members. Follower 1 agreed that decisions were made ethically and explained that ethics were the bedrock of everything they did. Follower 2 agreed without explanation. While Follower 3 agreed and explained that:

> Yes, we have to because the whole point of the organisation is to ensure that there is ethics in the HIV sector. She (Leader 4) has to; otherwise, she is not living to our values.

What was evident here is that all participants when discussing if Leader 4 made decisions based on high standards of ethical conduct, answered with a resounding we and did not single out the leader as the question had. This could imply an ethical culture within the organisation and a sense of shared values.

On the topic of promoting others to stand by their own core values, it was evident that Leader 4 struggled, especially if someone within the organisation did not believe in the same things that she did. In answer to this Leader 4 said:

> Yes I think so or ours, or mine, like both. People can say no, and people do it, they can say, "no thank you for the day. But I am not going to march and this is why" and I have to come to terms with it.

Leader 4 felt that there must be a sense of shared core values within the organisation. She encouraged followers to stand by their own core values as long as they aligned to the business. To quote Follower 1:

> I think as long as they are aligned with the companies values because she would never expect my values to align with hers, but they have to align with the company otherwise you are the wrong fit for the organisation.

Follower 1 felt that the values of the organisation must come first and that Leader 4 would never expect the staff to follow her own personal values. Follower 1 had observed exactly what Leader 4 had explained that in terms of values there must be a sense of ours. Follower

2 felt that sometimes the leader did impose her own values on them. She then narrated the same story as Leader 4 about the day off, which Leader 4 had given to all employees to attend a march but when people did not go, Leader 4 was upset and felt it unacceptable. Follower 3 on the other hand felt that Leader 4 was very respectful of her values and said that Leader 4 was very happy to listen to them and they enjoyed a personal relationship that was built on good debating and she was happy to debate her points at all times with the leader.

In discussing what Leader 4's behaviour is when actions were not consistent with her beliefs, Leader 4 simply put it:

> *We are taking the American money and it is not consistent with my beliefs.*

Even though they were taking the American money because it was good for the business and the people they were serving, she had stuck to her values by not signing the documents herself. Follower 1 narrated in length the same story of the American money as Leader 4 without being prompted. She explained that this was an ongoing situation in the company, which Leader 4 had been candid with the staff about. Follower 1, because of this, felt that in Leader 4 not signing the global gag rule, Leader 4 had stood by her core values. Follower 2 without actually mentioning the American money alluded to the fact that she was talking about the same thing. Follower 2 said:

> *I am actually laughing because we had a situation where that has happened; she (Leader 4) stresses a lot.*

By saying that Leader 4 stresses a lot, this could imply that the follower felt that it was not an easy decision for the leader. Follower 2 felt that Leader 4 had not wavered from her beliefs. Follower 3 then explained the process the leader took during such situations. Follower 3 felt that Leader 4 was not afraid to ask for help in such situations to ensure that she was making the right decision and she often went to the Board, as it was their role to aid in such matters. Follower 3 also felt that Leader 4 stood by her beliefs.

5.6.1.5.   Authentic Leadership Perceptions

Leader 4 thought that she was intense, sensitive, worked hard and did not understand people who did not work hard. She felt that she did not accept failure in herself and it was hard for her to accept failure in others. She tried to be a developmentally focused leader, tried to be open and inclusive, was bad at delegating when it was linked to failure, and she took over work when she saw others failing. Lastly, Leader 4 felt that she was quite charismatic like a

car salesperson, and this she could be referring to her skills in applying for donner funding. Her final characteristics could simply be quoted directed, as she said:

> *I think you have to have like the strong values and integrity that you demonstrate.*

Thus Leader 4 felt that she had strong values and displayed integrity. The concept of leading from the back also came out in this case study.

In terms of the follower's perception of how the leader saw herself, Follower 1 felt that Leader 4 was excessively critical of herself. The leader in her interview had mentioned that she was not able to know she was having an impact until the board told her that she was and that she was not willing to accept failure in herself. This could be speaking to being too self-critical. Follower 1 went further to say:

> *I think she sees herself quite in line with the way the rest of us here.*

Follower 2 also felt that Leader 4 was overly critical of herself. Follower 2 said this about the leader:

> *Maybe the fact that she is not a doctor, she feels a bit down about that, she is in a clinician's society and she is not a doctor herself.*

Additionally, Follower 2 felt that Leader 4 was determined, energetic and believed in her dreams about the company. Follower 3 also felt that Leader 4 was too self-critical and that the leader thought that she had to be everything for the company, meaning she has to work too much. In doing everything for the company, it implied a sense of poor delegation. Follower 3 also felt that the leader was driven, motivated and a type A personality. This is what Follower 3 said about Leader 4:

> *I do not think she thinks she is good enough, which makes her strive to do more. She is terribly self-critical which can be a good thing and a bad thing because it keeps her driven and motivated. Type A personality and a leader that I look up to. Therefore, I think she needs to cut herself some slack.*

In terms of what Leader 4 thought others perceived her as, she felt that they saw her in a similar way that she saw herself. She felt that people saw her as a developmentally focused leader, independent and creative, not sensitive but serious and spitefully critical sometimes. She also felt that people did not feel undermined by her. On the other hand, Leader 4 thought

that the other employees might not quite yet see her that way, accept the one she had worked with for a long time. As for the employees who were part of this study, Leader 4 felt that they saw a leader with integrity; a role model who liked to demonstrate what she expected (led by example).

In terms of what type of leader the followers perceived, Follower 1 thought that the leader was a visionary, led from the back, was fearless and that often she worked too much to the detriment of her health. Follower 1 said this about the leader:

> *Visionary as I said without a doubt. She kind of leads from the back, so she puts us in front, that is the perception anyway. She is fearless, and somewhat unstoppable, which is good and bad. She will work like until she drops …, but that is the kind of leader that she is. She does not stop until it is done.*

Follower 2 thought that Leader 4 was knowledgeable, shared her experiences and knowledge, was passionate about work, approachable (open), was human, real and down to earth and open to suggestions. Follower 2's exact words about the leader were:

> *She is very knowledgeable; she shares her experiences and her knowledge with us constantly. She is very consistent and passionate about her work, which rubs off. She is very approachable, and she is human. She is real and down to earth.*

Follower 2 further felt that Leader 4 involved them in decision making even though they, as employees, were not decision makers in saying:

> *I like the fact that she involves us even if we are not the decision makers, but she will let us know what is going on. She will keep us updated. She is open to suggestions regardless of your position. She considers our input.*

According to Follower 2, Leader 4 was perceived to not hide truths, to be open with sharing information and to be receptive to opposing views.

Follower 3 thought that Leader 4 was dynamic, full of energy, made her want to be better, wore her heart on her sleeve, allowed for good debates, and had a good relationship with her where they balance each other out. She said this about Leader 4:

> *She is dynamic and so full of energy. She makes me want to be better and to do more in a shorter space of time. I love that she wears her heart on her sleeve. She epitomises*

what I thought people who worked in social enterprises would be... The empathy, the drive and wanting to do better, always focused on getting the best results, not for herself but for the society or business and the people that we work for.

Follower 3 further felt that Leader 4 had a great work ethic and lead by example and had empathy but was not afraid to call someone on their nonsense and find a way to help them perform or help them exit. She lastly felt that her leader had a strong moral belief system and was someone who was able to balance the requirements of running a real business that was essentially focussed on profit. In saying that Leader 4 wore her heart on her sleeves this could be perceived as Follower 3 saw consistency in who the leader was and what she portrayed to the people.

5.6.1.6.   Summary of Case Study 4

Table 7 below provides a summary of all the perceptions of authentic leadership within Case Study 4. The table was constructed by analysing the answers of all participants within this case and then placing these answers in side by side in the table. The answers are organised per authentic leadership construct and by each relevant dimension of each according to the perceptions in this particular case. The side-by-side view of answers provided a better understanding of the case and allowed the researcher to see consistencies and inconsistencies between Leader 4's perceptions and his follower's perceptions.

Table 7: Summary of Case Study 4

Authentic Leadership Constructs	Construct Dimensions	Leader 4	Follower 1	Follower 2	Follower 3
Self-awareness	Derive meaning from the world	Showed understanding of how one derives meaning from the world. A mother who raised her to volunteer.			
	Impact one has on others	Understood how one's actions have an impact on others. Didn't want to make life harder for her employees	Perceived Leader 4 to understand how his actions impacted others	Perceived Leader 4 to understand partly how actions affect others, but did not like employee performance being shared to others.	Perceived Leader 4 to understand how his actions affected others. Negative feedback laced with positivity.
	Knowing one's strengths and weaknesses	Strengths: inspiring, developmental, gave people the space to shine, and did not steal others work. Weaknesses as she did not accept failure in herself and was poor at delegation.	Leader 4's strengths: the ability to build relationships, visionary, and fearless. Weaknesses: inability to stop working and bad at delegation.	Leader 4's strengths: determined, approachable, friendly, strategic dynamic individual, phenomenal work ethic, empathetic, good listener and a good memory. Weaknesses: favouritism.	Leader 4's weaknesses: wore her heart on her sleeve, felt things too deeply and then showing this to people, being excessively self-critical, and poor at delegation.
	Knowledge of one's emotions, values and beliefs	Values: being proudly South African, believes in empowerment and in development of employees, volunteering time, and is anti-capitalist. She felt she openly shared her beliefs.		Perceived Leader 4 as sharing her beliefs. Leader 4's openness encouraged them to do the same	Perceived Leader 4 as sharing her beliefs.
	Re-evaluate position on important issues	Knew when it was time to re-evaluate his position on important issues. Was defensive sometimes.	Perceived Leader 4 as knowing when to re-evaluate and that she admitted her mistakes	Perceived Leader 4 as knowing when to re-evaluate.	Perceived Leader 4 as knowing when to re-evaluate, after some debate.
Construct Summary		**Leader 4's perception predominately conforms to self-awareness construct because she somewhat understood her weaknesses and strengths.**	**Follower 1's perceptions were mostly consistent with Leader 4's perception. She knew the leader's weakness.**	**Follower 2's perceptions were mostly consistent with Leader 4's perception. She knew Leader 4's strengths as phenomenal work ethic but felt Leader 4 was not aware of her actions affecting others.**	**Follower 3's perception was consistent with Leader 4's perception. Provided poor delegation as a weakness.**

Authentic Leadership Constructs	Construct Dimensions	Leader 4	Follower 1	Follower 2	Follower 3
Balanced Processing	Solicit opposing views	Felt she solicited opposing views but was not open to shifting her core values.	Felt Leader 4 solicited opposing views especially when she was not sure of the decision made.	Felt Leader 4 solicited opposing views especially when she was not sure of the decision made.	
	Analyse objectively all relevant data	Felt she analysed objectively all relevant data before coming to a conclusion.	Felt Leader 4 obsessively analysed relevant data when having to make a decision.	Felt Leader 4 analysed objectively all relevant data because she considered everybody's opinion.	Felt Leader 4 analysed objectively all relevant data since she was very analytical.
	Handling opposing views when making decisions	Felt she handled opposing views well in making decisions and for a decision that were beyond her expertise she deferred but still ensure she represented the patient's voice and the woman's voice.	Felt Leader 4 handled opposing views well because she was very open to people's ideas but may not ever agree with it and allowed the opposition to take place.	Felt Leader 4 handled opposing views well because she was open to suggestions regardless of your position and considered their input.	Felt Leader 4 handled opposing views well because she was not an authoritarian type of leader that imposed her own law but would allow for a healthy debate.
	Listen carefully to different points before the conclusion		Felt Leader 4 listened carefully to different points before concluding because Leader 4 was not an authoritarian type of leader; allow people's opinions to be heard and over analysed information.		Felt Leader 4 listened carefully to different points before concluding but this was time-dependent where a balance was struck between urgency versus priority.
Construct Summary		**Leader 4 conforms to the balanced processing construct.**	**Follower 1's perception was consistent with Leader 4's perceptions.**	**Follower 2's perception was consistent with Leader 4's perceptions.**	**Follower 3's perception was consistent with Leader 4's perceptions.**

Authentic Leadership Constructs	Construct Dimensions	Leader 4	Follower 1	Follower 2	Follower 3
Relational Transparency	Emphasis on follower development	Thought herself to be a developmental leader but felt that only the employee that she had worked with for many years and within different organisations would see her that way.			Thought that Leader 4 encouraged her development as an employee or as a person.
	Seek feedback to improve relationships	Felt she sought feedback to improve relationships as she felt her HR consultant could handle some things better, which her social worker background hindered.	Perceived Leader 4 as one that seeks feedback to improve relationships as she had come to her before.	Perceived Leader 4 as one that seeks feedback to improve relationships because of the person she understood Leader 4 to be.	Perceived Leader 4 as one that seeks feedback to improve relationships because she comes to her often as the HR consultant.
	Admits mistakes	Felt she admitted mistakes	Felt Leader 4 admitted mistakes	Felt Leader 4 admitted mistakes	Felt Leader 4 admitted mistakes, often too much.
	Does not hide hard truths	Felt that she did not hide hard truths about the organisation but formulated messaging with care so as not to create anxiety in the staff. Personal information to employees was more difficult because of her empathy but she had HR consultant handle these matters.	Felt Leader 4 did not hide hard truths and was very open with information.	Felt Leader 4 did not hide hard truths and saw the leader as open.	Felt Leader 4 did not hide hard truths and agreed with Leader 4 that communication would be framed differently per person and that Leader 4 did not enjoy uncomfortable conversations but believed in honesty.
	Open Relationships	Felt she had open relationships because she kept an open door policy.	Felt that Leader 4 had open relationships because everyone knew that they could speak to Leader 4.	Felt that Leader 4 had open relationships because she was approachable, friendly, an honest person about her feelings.	Felt that Leader 4 had open relationships.
	Sharing information openly	Felt she shared information openly providing the example of American donner funding.		Felt Leader 4 shared information openly.	
	Conveying true opinions and motives	Felt she does not always convey true opinions and motives, as she prefers to protect people's feelings.	Felt Leader 4 conveyed her true opinions and motives but just needed clarity in her messaging.	Felt Leader 4 conveyed her true opinions and motives.	Felt Leader 4 conveyed her true opinions and motives, but the information was framed differently according to the audience.
	sharing thoughts, emotions, needs, preferences and beliefs	Felt she shares her beliefs, but tried not to share was her emotions but her employees saw her get emotional about work but she controls personal life emotions.	Felt Leader 4 was emotional and over shared her feelings.	Felt Leader 4 was open and honest about her feelings.	Felt Leader 4 was emotional and over shared her feelings.

Display emotions exactly in line with their feelings	Felt she was an emotional person who displayed emotions exactly in line with her feelings but just needed to learn how to control these.		Felt Leader 4 displayed emotions exactly in line with her feelings because she was very human and honest with her feelings.	Felt Leader 4 displayed emotions exactly in line with her feelings because she wore her heart on her sleeves.
The leader encourages everyone to speak their mind	Felt that she encouraged everyone to speak their mind within the bounds of the core values of the organisation.	Felt Leader 4 encouraged everyone to speak his or her mind.	Felt Leader 4 encouraged everyone to speak his or her mind.	Felt Leader 4 encouraged everyone to speak his or her mind.
Relationships that are full of mutual trust		Felt Leader 4 had relationships full of mutual trust.		Felt Leader 4 had relationships full of mutual trust, citing her relationship with the leader as an example.
Exhibiting who one truly is		Saw consistency between who Leader 4 was and what she did.	Saw consistency between who Leader 4 was and what she did and described Leader 4, as "She is who she is".	
Protect fragile egos	Felt she did feel the need to protect fragile egos depending on how important the person was to the organisation, mainly members of the board and employee fragile egos were not protected.	Felt Leader 4 did not feel the need to protect fragile egos because of whom the leader was.	Felt Leader 4 did not feel the need to protect fragile egos and dealt with it directly.	Felt Leader 4 did feel the need to protect fragile egos depending on how important the person was to the organisation, but employee fragile egos were not protected.
providing work-related feedback	Felt that she provided honest work-related feedback and was implementing a self-management culture within the organisation.	Felt Leader 4 provided honest work-related feedback during performance management processes and weekly meetings.	Felt Leader 4 provided honest work-related feedback but it always came with positive reinforcement.	Felt Leader 4 provided honest work-related feedback during performance management processes, but it came with positive reinforcement and because Leader 4 did not accept failure, failure was met with harsh words.
The threat of follower potential	Felt that she was not threatened by a follower showing potential to one-day take over her job.	Felt Leader 4 was a developmental leader who is not threatened by the potential displayed by followers.	Felt Leader 4 would not be threatened by follower potential.	Felt Leader 4 would not be threatened by follower potential.
Construct Summary	**Apart from not conveying true opinions and motives, Leader 4's perception mostly conforms to relational transparency construct.**	**Follower 1's perception of Leader 4 was slightly inconsistent with Leader 4's because Follower 1 felt Leader 4 fully conformed to the relational transparency construct and conveyed true opinions and motives.**	**Follower 2's perception of Leader 4 was slightly inconsistent with Leader 4's because Follower 1 felt Leader 4 fully conformed to the relational transparency construct and conveyed true opinions and motives.**	**Follower 3's perception of Leader 4 was slightly inconsistent with Leader 4's because Follower 1 felt Leader 4 fully conformed to the relational transparency construct and conveyed true opinions and motives.**

Authentic Leadership Constructs	Construct Dimensions	Leader 4	Follower 1	Follower 2	Follower 3
Internalised Moral Perspective	Decisions based on core values	Felt her decisions were usually based on core values accept with the recent situation of the American donner money where she stuck to her convictions and did not sign the contract but the organisation was still accepting the money through a signature of a board member.	Felt Leader 4 always made decisions based on her own core values.	Felt Leader 4 always made decisions based on her own core values.	Felt Leader 4 always made decisions based on her own core values but ensured they were to the benefit of the collective.
	Difficult decisions based on high standards of ethical conduct	Felt that all decisions were based on high standards of ethical conduct because of their industry and hence an ethical culture existed within the organisation.	Felt Leader 4 made difficult decisions based on high standards of ethical conduct because of their industry.	Felt Leader 4 made difficult decisions based on high standards of ethical conduct.	Felt Leader 4 made difficult decisions based on high standards of ethical conduct.
	Behaviour when actions not consistent with beliefs	Felt she had gone against her beliefs in the American donner money decision.	Felt Leader 4 stood by her core values because she did not sign the contract for the American donor money.	Felt Leader 4 stood by her core values by alluding to the American donor money.	Felt Leader 4 stood by her core values.
	Promote others to stand by their own core values	Felt she promoted others to stand by their own core values as long as they were aligned to the business and there were shared core values.	Felt similar to Leader 4 that the values of the organisation must come first, Leader 4 force her personal values on people and that there are shared values. She felt Leader 4 did not promote others to stand by their own core values but on the shared values of the organisation.	Felt Leader 4 sometimes imposed her own values on them and thus did not promote others to stand by their own core values.	Felt Leader 4 promoted others to stand by their own core values.
Construct Summary		**Leader 4 partly conformed to internalised moral perspective since she felt her decisions were not always based on core values.**	**Follower 1's perception was not consistent with Leader 4's perception because she felt Leader 4 always based her decisions on her own core values. She perceived Leader 4 to conform fully to internalised moral perspective.**	**Follower 2's perception was not consistent with Leader 4's perception because she felt did not promote others to stand by their own core values. She perceived Leader 4 to not conform fully.**	**Follower 3's perception was not consistent with Leader 4's perception. She perceived Leader 4 to conform fully to internalised moral perspective.**

Authentic Leadership Constructs	Construct Dimensions	Leader 4	Follower 1	Follower 2	Follower 3
Authentic Leadership Perceptions	Leader's perception of the type of leader	Thought she was intense, sensitive, worked hard and did not understand people who did not work hard, did not accept failure in herself and it was hard for her to accept failure in others, was a developmentally focused leader, open, inclusive, poor at delegating when its linked to failure, takes over work when she sees others failing, was charismatic when applying for donner funding, had strong values, displayed integrity, and led from the back.			
	Followers perception of how leader sees himself		Felt Leader 4 was excessively self-critical and saw herself quite in line with the way the followers saw her.	Felt Leader 4 was overly self-critical, determined, and energetic and believed in her dreams about the company.	Felt Leader 4 was too self-critical, worked too much, was poor at delegation, driven, motivated and a type A personality.
	Leader's perception of how others see him	Thought others perceived her in a similar way to how she saw herself, saw her as a developmentally focused leader, independent, creative, not sensitive but serious and spitefully critical sometimes, she was not one to undermine others, had integrity, and was a role model who leads by example.			
	Followers perception of the type of leader		Thought Leader 4 was a visionary, fearless, often worked too much to the detriment of herself, a mentor, happy to develop people, and lead from the back.	Thought Leader 4 was knowledgeable, shared her experiences and knowledge, was passionate about work, approachable (open), was human, real and down to earth, open to suggestions, did not hide truths, was open with sharing information and was receptive to opposing views.	Thought Leader 4 was dynamic, full of energy, made her want to be better, wore her heart on her sleeve, allowed for good debates, had a good relationship with her where they balance each other out, had a great work ethic, led by example, had empathy, had a strong moral belief system, and was good at running a social enterprise type of business.

Construct Summary	**Largely Leader 4 conforms to the authentic leadership ideas, there is a sense that here followers see her to some extent similar to how she sees herself.**	**Follower 1 perceptions were predominately consistent with Leader 4's perceptions.**	**Follower 2 perceptions were predominately consistent with Leader 4's perceptions.**	**Follower 3 perceptions were predominately consistent with Leader 4's perceptions.**

Table 7 revealed that Leader 4's perception of authentic leadership differed from what was theorised in that Leader 4 felt that she did not convey true opinions in all circumstances and that her decisions were based on her values and the shared organisational values. All three followers felt that Leader 4 conveyed true opinions always. The follower's perceptions differed from the leaders on internalised moral perspective. Follower 1 felt the leader used her own core values in decision-making. Follower 2 felt Leader 4 did not promote others to stand by their own core values and Follower 3 actually felt that Leader 4 fully confirmed to the authentic leadership idea.

5.7.   Conclusion

This chapter laid out the findings from this study. Within each case study, the perceptions of the leader and followers have been outlined. The summary tables of the results per case also provide a better understanding of the perceptions.

In conclusion, the results of case study 1 revealed that Leader 1 felt that he conformed to the majority of authentic leadership dimensions. He perceived himself as fully conforming to balanced processing and relational transparency constructs. However, in terms of internalised moral perspective he felt that he did not base his decisions only on his core values but considered the organisational values as well. In terms of self-awareness, Leader 1 felt he conformed fully to this construct while his follower's perceptions of him differed, they felt that he was not constantly aware of the impact his actions had on others. The followers within this case blamed the leader's lack of awareness on his cultural unawareness since he was an expatriate leader. Lastly, characteristics of transformational leadership were mentioned among the characteristics that could be attributed to authentic leadership.

Similarly, to Leader 1, Leader 2 in Case Study 2 also perceived himself as largely conforming to the authentic leadership idea. He also felt that he did not base his decisions on just his own core values. The followers in Case Study 2 were slightly split in perceptions, while Follower 1 and Follower 3 perceived Leader 2 to fully conform to all the constructs of authentic leadership, Follower 2 was in disagreement on one point. Follower 2 felt that Leader 2 was not consistently aware of how his actions affected others. Within this case, servant leadership and characteristics of a spiritual leader were mentioned.

In Case Study 3, Leader 3 perceived herself to conform to self-awareness and balanced processing fully. In regards to relational transparency, she differed from the authentic leadership idea in that she felt that she did not always convey true opinions and motives. In terms of internalised moral perspective, she felt that she did not always base her decisions on her own core values but included the shared values of the organisation in this. The followers of Leader 3 were all in agreement with the leader's perception of herself. Lastly, within this case there were some characteristics of transformational leadership like leading from behind.

In the last case study, Case Study 4, similar to Leader 3, Leader 4 also felt she differed from the authentic leadership idea on 2 points. She felt that she did not always convey true opinions and motives and that when making decisions she used both her values and the organisation's values. There either were areas where the followers did not perceive Leader 4 conforming or

they felt the opposite of what the leader had perceived about herself. Contrary to Leader 4's perception, all four followers felt that Leader 4 conveyed true opinions and motives. While the other two followers agreed with Leader 4 in regards to values in decision-making, Follower 1 felt that the leader only used her own values. Follower 2 also stood alone in her perception of Leader 4 not promoting others to stand by their own core values. Finely there were some characteristics perceived of Leader 4 that overlapped with other leadership forms like transformational leadership. The results provided here will now be discussed in the next chapter.

CHAPTER 6: CROSS-CASE ANALYSIS

6.1. Introduction

The primary objective of this study was to understand the perceptions of authentic leadership within SEs. Academia has made many advancements in the theoretical comprehension of Authentic Leadership but there is limited research available on Authentic Leadership in SEs. This study thus aims to add to the body of knowledge of social entrepreneurship to include Authentic Leadership.

Within this chapter, the findings are interpreted and somewhat summarised. The discussion of the findings is done through a cross-case analysis done along the constructs of authentic leadership as defined in the literature review. There will not be an attempt to answer the research questions within this chapter, as this will be done in the chapter entitled conclusion.

6.2. Cross-Case Analysis for Self-Awareness

Within this section, the findings for each of the components of self-awareness are summarised, following which the literature referring to this construct is summarised.

Derives meaning

Interestingly all the leaders who participated in the study all idealised that the way they were raised and or experiences had informed who they were at present. Leader 1 from Case Study 1 was the product of the Child of the World teachings and lived his life to help the world. Leader 2 was a product of a Christian upbringing and operated a Christian organisation through biblical principles. Leader 3 was the exception as she spoke only of her experiences as a working professional and how these experiences and the people she had worked with had resulted in the leader that she was. Leader 4 attributed who she was as a leader to her own Mother and the principles of caring for the community that she had instilled.

Critically analysing these four individuals, Leader 1, Leader 2 and Leader 4 all had a background working in the social sciences; Leader 3 was a contrast in that her professional background was in accounting. This could have attributed to the different ideologies they all placed on the mean-making process in relation to the social world. For the purpose of this study, it was interpreted that all the leaders within these four social enterprises understood the world around them and the societies they come from had contributed to forming their core values. Thus in these four case studies we are able to have insight into the authenticity of

these leaders in how they see themselves in their life stories. This study provided evidence that all the leaders who participated had knowledge of the multifaceted nature of who they were as individuals.

Impact one has on others

Leader 1, Leader 2 and Leader 3 all spoke about the impact in terms of the work their organisations were doing and not impact in terms of their own actions. The nature of social enterprises calls for organisations who are for profit and purpose. The purpose is the impact they want to see in the societies they serve. It is not extraordinary for leaders in Social Enterprises to consider impact only in terms of the work they are doing. Leader 4 did not elaborate much in terms of impact; she just felt that she understood that one had an impact on others. She did elaborate about not wanting to speak harshly to her employees because the world was tough enough without her adding to it, this displayed understanding.

The findings from Case Study 1 showed that there was a sense that cultural differences between Leader 1 and the two followers interviewed were the cause of some friction that arose from Leader 1's behaviour. Follower 1 and Follower 2 from Case study 1 perceived Leader 1 as a person who understood the impact he had on people but sometimes due to the differences in the individuals they were they needed just to guide him into the right direction. The followers of both Leader 2 and Leader 3 perceived their leaders as being sensitive to the impact one has on others. In Case Study 4, only Follower 2 was of a divided view in terms of Leader 4 understanding the impact she had on them as employees. Case Study 4's Follower 2 felt that in all other instances Leader 4 was knowledgeable in regards to impacts but in where it concerns employee performance being shared in a public forum Leader 4 may not handle the issue with enough sensitivity. Leader 4 spoke of introducing a self-management culture within the organisation where every member of the team knew what other members were up to and the problems were resolved in the forum, this could be the point of contention for Follower 2 in this case study. The other two followers in Case Study 4 felt that Leader 4 understood the impacts she had on others.

Within all the case study, there was a sense that the leaders were constantly aware of the impact one has on others. There may have been some minor issues with some of the followers in regards to instances or occurrences where the followers perceived the leader as being insensitive but the interviewer was not given the sense that this behaviour was seen as a norm. Because of this, the study found that all followers did perceive their leaders positively in terms of understanding their impact on others. The leaders also perceived themselves as understanding the impacts they have on others.

Knowing one's strengths and weaknesses

Strengths of individuals are different and so are the strengths of authentic leaders as each individual brings forth different characteristics. In analysing this dimension of self-awareness, the idea that the leader knows their strengths was investigated. To assess if the leaders within each case knew their strengths and weaknesses, their individual answers were compared to their followers' answers to see if there were similarities. It was seen that people perceive strengths differently in that one can think something is a strength while another person understood it to be a weakness.

In Case study 1 Leader 1 saw one of his strengths as seeing potential in people, which was mirrored in the answers of both followers, thus Leader 1 was aware of his strengths. Leader 2 did not describe any of his strengths thus his perceptions could not be compared to his followers and thus it could not be concluded that Leader 2 knew his strengths. In Case Study 3, openness and transparency were recorded as the main strengths of Leader 3 as mentioned by herself and all three followers. This study found that Leader 3 knew her strengths. In Case study 4, Leader 4 felt that, her strength was in inspiring people. When asked, her followers in Case Study 4 did not mention this as a strength they saw in Leader 4. Even though the followers did not mention being inspired by the leader within this segment of the interview, it was found when asked what kind of leader they thought Leader 4 to be, Follower 1 felt that she was like a mentor, which could imply a sense of being inspired by the Leader. Follower 3 in Case Study 4 said Leader 4 makes her want to do better and be better which could also mean she is inspired by Leader 4. With two of the three followers interviewed perceiving Leader 4 as inspirational, this study found that Leader 4 knew her strengths. All three leaders accept for Leader 2 who could not be measured knew their strengths.

On the topic of knowing weaknesses, Leader 1 felt his weakness lay in his inability to delegate well, on another tangent both Follower 1 and Follower 2 in Case Study 1 felt that Leader 1's communication skills were lacking, the felt that this was a weakness they Leader 1 was unable to dumb things down. Both followers had explained that within these meetings they would play the role of simplifying the Leader's statements so that the audience could understand. From this result, it is clear that even though Leader 1 was clear on his strengths, he did not know what his followers perceived as a weakness in him.

In Case Study 2, Leader 2's explanation of his weakness being too friendly to everyone was interpreted as an excessive amount of kindness towards people or being too nice. The Followers in Case Study 2 provided evidence that Leader 2 was aware of his weakness by

referring to his characteristics of helping people and give them too many second chances. Leader 2 also mentioned one of his weaknesses as being too emotional, which was seconded by Follower 1 who felt the same. Within Case Study 2, it was found that Leader 2 was aware of his weaknesses.

There was a misalignment of some of the perceived weaknesses in Case Study 3 and the researcher found it difficult to conclude the findings in terms of whether Leader 3 knew her weaknesses. However, analysing Leader 3's answer that she got bogged down in the detail and Follower 2's explanation that Leader 3 does not let go of something she believes and wants to work one can interpret some similarity. Thus, this study found that Leader 3 knew her own weaknesses.

Similar to Leader 1, Leader 4 felt that one of her weaknesses was being a poor delegator. Within Case Study 4, both Follower 1 and Follower 3 understood that poor delegation of tasks was one of Leader 4's shortcomings. This result shows that Leader 4 was aware of her weaknesses. Leaders 2, 3 and 4 were aware of their weaknesses while Leader 1 was not aware. This dimension like the one to follow builds on the level of self-awareness of the leaders within these SEs.

Knowing one's emotions, values and beliefs

All four leaders understood themselves to be emotional individuals who displayed their emotions. Within Case Study 1, there was no direct mention of the type of emotions, but Leader 1 was clear on his values. In Case Study 2 Leader 2 made decisions with emotion, had Christian beliefs, lived and managed through biblical principles. The Followers in Case Study 2 also experienced Leader 2's beliefs in Christianity in every encounter with Leader 2. Both Leader 3 and Leader 4 merged their values and the values of the organisation when making decisions and hence were quite aware of what those values were.

When discussing if they share their emotions and beliefs, one of the dimensions of relational transparency, Leader 3 explained that she did not force her beliefs on her followers, while Leader 4 shared her beliefs openly to her followers. This acknowledgement of the existence of beliefs within these cases was taken as evidence that Leader 3 and Leader 4 were also aware of their beliefs. Thus, it is clear that all the leaders who participated in this study were aware of their emotions, values and beliefs.

Re-evaluating position on important issues

Leader 1 and Leader 4 were similar in characteristics in that they both explained their

defensive nature. They both defended their position when opposed but took time to analyse the information and often changed their minds. Both felt that they did know when it was time to re-evaluate their position on important issues.

Leader 2 felt that he often discarded his own ideas and replaced these with others ideas and this was the process he took to re-evaluate his position on important issues. All three followers within Case Study 2 felt that Leader 2 was not a person to impose his views but always changed tactics in the company after seeking their input. These followers perceived Leader 2 as one that knew when it was time to re-evaluate a position on important issues. Leader 3 and Follower 1 of Case Study 3 both narrated a similar story to provide evidence of how Leader 3 knew how to re-evaluate a position on important issues.

Though Leader 1 and Leader 4 were defensive at first, like Leader 2 and Leader 3, they all understood when it was time to re-evaluate their stance on particular issues deemed important to them, the organisation and their followers. All four leaders exhibited varying degrees of self-awareness and only minor discrepancies were found when analysing the knowledge of strengths and weaknesses.

6.2.1. Link to Literature for Self-Awareness

Provided earlier in the literature review chapter, self-awareness discusses how the leader sees themselves and the leader's thoughts about how others saw him or her as a leader. It is mainly concerned with the knowledge of one's emotions, values and beliefs, thus it is really about knowing one's mental state as a leader. As stated earlier, for a leader to be an authentic leader, he or she must first attain authenticity, by being self-aware, accepting of self, acting authentically and one must have authentic relationships (Gardner et al., 2005). This study found that all the leaders within these four social enterprises understood the world around them and the societies they come from had contributed to forming their core values. This finding is in line with Walumba et al. (2008) claim that self-awareness is showing an understanding of how one derives meaning from the world and in the long run, those meanings become processes that influence the way one sees themselves. Shamir and Eilam (2005) also claimed that leaders were authentic to the degree that they act and rationalise their actions based on the meaning system that their life stories have provided. These leaders' life stories were clearly articulated as having provided them with a meaning system through which they live their lives.

Walumba et al. (2008) demonstrated that self-awareness was about understanding your strengths and weaknesses as a person, knowing each person has different sides, learning

about one's self from interactions with others and constantly being aware of the impact one has on others. But in finding that some leader was not fully aware of their weaknesses or strengths does not imply the lack of authenticity as claimed by Gardner et al. (2011) that being completely authentic is an ideal and that people are never completely one or the other in terms of authenticity. The leaders in this study were more or less self-aware supports this literature.

Emuwa (2013) has shown that self-awareness is about a leaders' knowledge of their own mental state, how they see themselves as well as how others see them as a leader. These findings are consistent with this in that all four leaders exhibited varying degrees of self-awareness.

Shamir and Eilam (2005) claimed that authentic leaders were originals and not copies; this does not imply uniqueness or that they are very different in their personalities, values, convictions, causes or missions but they did not imitate anyone in the process through which they arrived at these convictions and causes. This explains why Leader 1 and Follower 1 of Case Study 1 perceived a sense of originality in the leader.

Lastly, it was found that authentic leaders internalised their convictions based on their own experiences and do not hold their values to be true because they are appropriate politically or socially, but because they have lived them and confirmed them to be true (Shamir & Eilam, 2005). Even though the leader values are internalised, Shamir and Eilam (2005) agreed that by virtue of being social beings, leaders were of course influenced by the norms and values of society, parents and peers, education, role models, and other social influences. This was true with all the leaders, as they could not clearly distinguish between their core values and the organisational values often they were on in the same or a balanced was found between the two.

The finding that the leaders in these social enterprises showed understanding of how one derives meaning from the world supports literature. The leaders in also articulating clearly their life stories further supported literature. The finding of the leader's knowledge or lack thereof their weaknesses and strengths contradicted literature to some extent because authentic leaders are supposed to be aware of their weaknesses and strengths. On the other hand, there is literature supporting the argument that these leaders are still authentic, because one can never be one hundred percent authentic.

The leaders exhibited varying degrees of self-awareness, which supports literature. Leader 1's expression of a sense of the need for originality and not imitation in arriving at his convictions supports literature. The majority of literature on authentic leadership specifies that

the authentic leader stands by his values without interference from the society around him, the findings of this study contradict these but support other literature that claims authentic leaders as social beings who are influenced by societal norms. Thus, Authentic Social Enterprise Leaders are self-aware to varying degrees, influenced by societal norms but do not like to be perceived as doing what is seen as popular but instead what is right for the majority.

6.3. Cross-Case Analysis for Balanced Processing

Within this section, the findings for each of the components of Balanced Processing are summarised, following which the literature referring to this construct is summarised.

Soliciting opposing views

Leader 1 understood himself to be the type of leader that solicits opposing views to his own. Follower 1 of Case Study 1 who felt similarly confirmed this. Follower 2 from this case study did not feel that Leader 1 directly asked for opposing views but instead had created a relationship and an environment where she felt free to provide unsolicited opposing views. By creating an open environment, Leader 1 had in fact indirectly allowed for opposing views to be given. Within Case Study 2, this characteristic of Leader 2 was clearly perceived by both Leader 2 and his followers as they felt that opposing views were solicited within the organisation. While in Case Study 3, Leader 3 operated in an environment where people may have strong opinions and this did not exclude herself. Leader 3 was found to solicit opposing views when making a decision by her followers. Lastly, within Case Study 4, Leader 4 was found staying true to herself in that she solicited opposing views about all things but things relating to her core values. Leader 4's reluctance to seek opposing views on her core values did not deter Follower 1 and Follower 2 within Case Study 4 in perceiving Leader 4 as one who solicits opposing views. All the leaders saw themselves as able to solicit opposing views to some degree and were perceived by their followers to have this characteristic.

Analysing objectively all relevant data

For Case Study 1 and Case Study 3 there were no direct quotes relating to the leaders analysing relevant data. In answering other questions within their interviews, each of these two leaders or their followers in fact alluded to the behaviour of these leaders being analytical. Leader 1 on the topic of re-evaluating his position on important issues had given the analogy of being a cow who digests information multiple times. This description of his behaviour towards information was interpreted as a characteristic for analysing relevant data and thus Leader 1 was found to analyse objectively all relevant data when making a decision. Leader 3 was also found to do the same as Leader 1 when the responses of the followers and the

leader herself were analysed in discussing the leader's behaviour when handling opposing views during the decision-making process.

Analysing the responses from Case Study 2 and Case Study 4, both Leader 2 and Leader 4 mentioned time dependency of decisions as a limiting factor to how far one could analyse all relevant data. Leader 2 and Leader 4 both felt that in urgent matters one had to make gut decisions, only when time allowed did they take the time to analyse. Within Case Study 2, all three followers perceived Leader 2 to analyse all relevant data before making a decision. In Case Study 4, the followers saw Leader 4 as an analytical person who obsessively analysed information and took on their opinions when having to make a decision. Thus, like Leader 1, Leader 2, Leader 3 and Leader 4 analysed objectively all relevant data to varying degrees before coming to a decision.

Handling opposing views when making decisions

Leader 1 in Case Study 1 and Leader 4 in Case Study 4 were seen to behave in a similar manner when handling opposing views. Leader 1 was very self-aware in terms of his defensive nature when opposed. He understood clearly how his behaviour manifested and it was clear that the followers garnered the same. Time was the factor in Case Study 1, Leader 1, Follower 1 and Follower 2 all perceived the leader as one who handled opposing views well when allowed the opportunity to mull over the information. In Case Study 4, Follower 3 used the word debate in her explanation and follower 1 explained that decisions were a compromise of ideas. All followers in Case Study 4 found that Leader 4 took on opposing views when making decisions but a healthy debate took place.

Leader 2 had similar boundaries for opposing views to Leader 4 in that he did not welcome views that were not bound by Christian principles while Leader 4 was not open to views that were against her core values. Even though the followers in Case Study 2 did not mention decisions being bounded by Christian principles at this juncture, they were in agreement with Leader 2 that he was welcoming of opposing views and used this information to inform decisions. In Case Study 3 it was found that the followers saw the leader putting the interests of the collective before their own in that they felt that Leader 3 did listen to opposing views but always made decisions that were good for the organisation and the collective. All four leaders took on opposing views and included this information when making decisions, the difference in their behaviour is only proof that these leaders were acting in a manner that was true to their beliefs (Leader 2), values (Leader 4), and who they were (Leader 1 and Leader 3). By considering, opposing views in making decisions implies that the decision-making processes were consultative.

Listening carefully to different points before the conclusion

Within all four case studies, it was found that a consultative process between the leaders and the followers took place when leaders had to make decisions. Within the findings chapter, in Case Study 1 and Case Study 2 nothing was mentioned in regards to listening carefully to different points of view, this was not an oversite, but the researcher felt that the quotations were better suited to defend other characteristics of the Leaders. Instead, in discussing the internalised moral perspective construct it can be seen that by the leaders creating an environment where the followers felt they were consulted in decision-making implied that the leaders listened carefully to different points of view before coming to a conclusion.

Within Case Study 3 and Case Study 4, it was also found that the leaders encouraged a consultative decision-making environment within their organisations, where views were aired and taken into account. The perceptions of the followers in Case Study 3 were similar to the perceptions of followers in Case Study 4. In Case Study 3, Follower 2 felt that Leader 3 was not an autocratic leader, similarly in Case Study 4, Follower 1 felt that Leader 4 was not an authoritarian type of leader. These two followers saw their leaders both exhibiting the ability to listen carefully to different points before coming to a conclusion. Within all four case studies, the leaders were consultative in their decisions and the followers perceived this.

It is then summarised that within all four case studies all the leader exhibited that characteristics bounded by having balanced processing, thus were able to apply self-control through established internal morals, and conformed to this construct of authentic leadership.

6.3.1. Link to Literature for Balanced Processing

In literature, Gardner et al. (2005) argued that balanced processing referred to leaders exhibiting characteristics of being able to analyse objectively all relevant data, from solicited views of others that challenge the leaders' position, before making a decision. This definition implies that authentic leaders solicit opposing views and the findings of this study support this definition. Walumba et al. (2008), in defining balanced processing, highlighted that authentic leaders consider other's opinions and all available relevant information when making decisions and this is done while maintaining a relatively objective lens also supports the findings here that the leaders considered opposing views in making decisions. They were consultative in their decision process.

Thus, this study found that these particular leaders of social enterprises solicited opposing views and considered this information when they made decisions and this supports the literature on authentic leadership.

6.4. Cross-Case Analysis for Relational Transparency

Within this section, the findings for each of the components of Relational Transparency are summarised, following which the literature referring to this construct is summarised.

Emphasis on follower development

All the leaders within each Case Study had plans to one day step down from their positions and create a place for one of their followers to take over. From the results, it is clear that Leader 1 put a lot of emphasis on developing his followers and his followers perceived him to be a developmental leader. Leader 1 would give his followers the opportunity to figure tasks out themselves in order to improve. Leader 2 worked on tasks directly with his team, shared his knowledge, and trained them on skills needed. The followers in Case Study 2 as seen in the results felt that Leader 2 placed some importance on their development.

Within all the case studies, there was a sense of an autonomous environment for the followers where they felt they were developing professionally. Leader 3 was perceived as a developmental leader by the followers. Leader 4 saw herself as a developmental leader and Follower 3 within this Case Study 4 confirmed this. All the leaders were perceived to put an emphasis on follower development. What is important to note here is that a leader's authenticity, which is seen among these leaders, includes the leaders having an emphasis on follower development.

Seek feedback to improve relationships

In Case Study 1, the results show that Leader 1 was very aware of his defensive nature in that even though he sought feedback, often he was defensive to it. What is interesting in this case is that Leader 1 was receptive to feedback to a certain degree, like an authentic leader he wanted to remain true to himself and did not take on advice that proposed a change to his character. In Case Study 2 when asked to discuss his behaviour in dealing with precious egos, Leader 2 inadvertently provided evidence that he sought after feedback to improve relationships, by requesting help from the trainer he was able to improve the relationship with Follower 3. All Followers of Case Study 3 felt that Leader 2 was the type of leader to seek feedback to improve relationships with people.

Within Case Study 2, Case Study 3 and Case Study 4 you see the leaders consulting with other members of the organisation to improve relationships. Case Study 2, Leader 2 used Follower 1, in Case Study 3, Leader 3 used the chairman of the board and in Case Study 4, Leader 4 used Follower 3 who was in human resources. From these results, it is clear that these leaders in these SEs seek feedback to improve relationships.

Admit mistakes

In terms of admitting mistakes, it was found that the leaders in all four case study were perceived as leaders who admitted mistakes. In the previous chapter under Case Study 1, there was no information provided on admitting mistakes. Even though nothing was written under this section, the researcher when analysing answers to other parts of the interview found that Leader 1 did admit mistakes. Both Leader 1 and his followers understood that he was defensive at first but takes time to think on the issues and always came back with the realisation of wrong if the situation provided. In Case Study 2, Leader 2's Christianity was a driving factor for admitting mistakes and was perceived as so by all followers. In Case Study 3 and Case Study 4, both the leader and the followers agreed that the leaders admitted mistakes.

Do not hide hard truths

In terms of being open with hard truths, the leaders in all four cases were comfortable with sharing information about the organisation openly. There were some discrepancies with answers about personal information about their Followers performances, where it was more difficult for some of the leaders to have these conversations. The leaders even though they did not hide the hard truths, there was some similarity in delivery in that it was modified for the audience, in some cases sugar coated, in other cases provided with directness with the aim to reduce panic in the organisations or insensitivity to the person receiving the communication. Being aware of having to change messaging according to the audience is not a new concept but what is important here is that the hard truths were revealed ultimately.

Most of the ideas brought up in the argument noted above will be revealed later in this section of the document but evidence of the leaders not hiding hard truths is presented here. Within Case Study 1 and Case Study 2, by Leader 1 and Leader 2 setting up boundaries that when crossed by followers would promote delivery of hard truths ensured that poor performance of employees was dealt with immediately. With Leader 1, it was organisational boundaries and with Leader 2, it was his own personal boundaries. If was found that for both Leader 1 and Leader 2 sharing information about the hardships the business may be going through was something that came with ease. This analysis found evidence that within all four case studies,

the leaders displayed a sense of sensitivity to who the individual follower was and structured the harsh information accordingly.

Sharing information openly

The results show that within each Case Study there is an environment of openness promoted by the leaders. The Followers and the Leaders themselves to describe the leader often used the word open. In Case Study 2, Follower 2 confirmed Leader 2's honesty as she felt that the leader did not hide anything. Follower 1 and Follower 2 from Case Study 3 provided evidence that Leader 3 shared information openly within the organisation. Within Case Study 4 it was interesting that both the leader and followers' examples for many of the questions was the issue of the American donner funding, this result shows that information was shared openly within the organisation.

Having transparent relationships

By sharing information openly, it can be interpreted that the Leaders had transparent relationships with their followers. Within Case Study 2, Leader 2 explicitly explained that he felt he had transparent relationships. The results show that the leaders were open and shared information openly with their followers and hence they had transparent relationships. A characteristic of the leader involved that was common within all four cases was openness. There are many descriptions in the results describing the leader as open, or having an open door policy or sharing information openly, analysing this evidence showed that all the leaders within these SEs had transparent relationships.

Conveying true opinions and motives

Within Case Study 3 and Case Study 4, evidence of the leaders conveying true opinions and motives was found. In Case Study 3, though Leader 3 felt that she was very careful with her words depending on the audience and thus felt she did not convey true opinions, Follower 2 felt that Leader 3 did in fact convey true opinions. This contradiction between Leader 3's knowledge of her behaviour and what the follower perceived can be interpreted that because Leader 3 had transparent relationships that were open the followers trusted her and could not see her hiding the truth.

In Case Study 4, it was also a case of selective messaging according to the audience like in Case Study 3. Leader 4 felt that she did not convey true opinions and motives because of a need to protect people's feelings; Follower 3 confirmed this in her perception of Leader 4. Within Case Study 3, there was a difference in perceptions between the first two followers and

Follower 3. This could be due to the role Follower 3 played in the organisation of human resource advisory to Leader 4 thus she was aware of the actual behaviour and did not just rely on her perceptions.

Sharing thoughts, emotions, needs, preferences and beliefs

In Case Study 1, Leader 1 saw himself as an emotional person who openly shared his emotions and his followers saw him in the same way. In Case Study 2, there was more emphasis on sharing beliefs between Leader 2 and his three followers. Within Case Study 3 and 4, there was a similarity in the leader's behaviours as they both controlled their emotions. Even though beliefs were shared openly, they felt emotions had to be controlled. Even though Leader 1 and Leader 3 did not openly share their beliefs, their followers showed awareness of them as they felt that the leaders lived their beliefs. All the leaders were perceived as emotional beings.

Displaying emotions exactly in line with feelings

The study found that in all four Case Studies the leaders saw themselves as emotional beings. In Case Study 4, Follower 2 saw consistency between who the leader was and what they did. She explained that Leader 4 was human in that when it was time to cry she cried. Within both Case Study 3 and Case Study 4, there was a sense that it was important to display controlled emotions in the workplace. Leader 4 found it hard to control work emotions but was controlled with emotions arising from personal matters while at the workplace. Her Followers felt that Leader 4 was honest with her feelings. Leader 3 felt that she also acted with controlled feelings but the Followers felt that she displayed appropriate emotions according to the situation. In Case Study 1, Leader 1 was very open with his emotions and was perceived as so by his followers.

The leader encourages everyone to speak his or her mind

It was found that within all four case studies the follower spoke their mind with encouragement from the leaders. Follower 2 in Case Study 1 when discussing if Leader 1 solicited opposing views, had explained that it was because of the relationship of openness that Leader 1 had created with her that gave her the confidence to share her views on issues. This result was interpreted that Leader 1 encourages everyone within the organisation to speak his or her mind. On the same topic of soliciting opposing views, the followers in Case Study 2 felt that Leader 2 always asked for their opinions on issues. Follower 2 in Case Study 2, when talking about the type of leader she thought Leader 2 was, implied that she was not scared of Leader 2 because she could sit with him and have a coffee and ask him for help. This lack of fear has

been interpreted that Leader 2 encouraged everyone to speak their mind and his followers felt they could open up with him.

Within Case Study 3, we see Leader 3 encouraging everyone to speak their mind but within the bounds of hierarchy, those decisions were still made by the senior person but everyone's input was considered. In introducing hierarchy, this does not imply that Leader 3 was in fact not encouraging free speech within the organisation, to the contrary as evidenced by the followers that the relationship of openness that Leader 3 had created encouraged them to speak their mind. Similar to Case Study 1, in Case Study 3, Leader 3 was found to encourage free speech. In Case Study 4, freedom to speak one's mind was bounded by the values of the organisation. Even with this restriction, all the followers in Case Study 4 felt that Leader 4 encouraged everyone to speak their mind. This study then found that within all the case studies, all the leaders encouraged followers to speak their minds to varying degrees.

Relationships full of mutual trust

This analysis found evidence for relationships full of mutual trust within the organisations. Within Case Study 1, the idea of trust does not come up, but one can interpret that from the relationships Leader 1 had with the followers, trust must be involved. In Case Study 2, while discussing what type of leader was perceived, Follower 2 referred to Leader 2 as trustworthy. Within the same case in the fact that Leader 2 always asked for their opinions when making decisions, this was interpreted as a relationship of mutual trust. In Case Study 3, Follower 2 when describing Leader 3's weakness mentions that Leader 3 trusts people too much. Similarly, Follower 1 in Case Study 3 also felt that Leader 3 was very trusting. Even though a weakness is seen as a negative, Follower 2 in thinking this thought that Leader 3 exposed herself too much to exploitation. This does not imply that Follower 2 here does not trust Leader 3; to the contrary, this is interpreted, as there is mutual trust.

In Case Study 4, Follower 1 was direct and felt that, she had a relationship that was full of mutual trust with Leader 4, while follower 3 by describing the relationship as balancing each other out, this has been interpreted as mutual trust. This study found evidence that the leaders of these SEs were engaging in relationships of mutual trust.

Promote follower autonomy

Within all the cases, the leaders were against micro-management and opted for providing a framework within which the followers would work and the how was up to the employee. In Case Study 1 we see the analogy of the bird in that Leader 1 wanted a bird, and as long as he got a bird he did not care what colour or how big it was. In Case Study 2 we see the

Followers explain that Leader 2 allowed them to train the people how they wanted to and they could recommend how to go about different work processes. In Case Study 3, Follower 2 and Follower 3 who were the nurses running the clinics, were provided with the freedom to run the clinics how they wanted to as long as it was in line with the company regulations and the regulations that bind the nursing profession. Lastly, in Case Study 4 we see Leader 4 trying to implement a self-management culture when it comes to work-related feedback. This was to promote access to information for every employee and to allow him or her to solve problems as a group. Within all these cases micro-management was job level specific as we see in Case Study 3 where Leader 3 explains that with the junior staff she tended to provide more direction.

The results about selective and or non-existent micro-management were interpreted as the leaders promoted follower autonomy. Authentic leaders promote follower autonomy.

Protect fragile egos

Within Case Study 1, the followers perceived Leader 1 as a person who did not feel the need to protect fragile egos. Case Study 3 was interesting in that it was a female dominated organisation, and because of this Leader 3 felt that there were no fragile egos needing protection. Even though Leader 3 felt that egos were a non-issue, Followers 1, 2 and 3 all thought that Leader 3 handled fragile egos well and saw that there were issues caused by the women. In Case Study 2 and Case Study 4 there was, evidence that some egos were protected based on the individual's importance to the organisation.

This study found that the leaders of these SEs were humble when interacting with their followers and were not concerned with their own status. In Case Study 1 the followers felt that Leader 1 always put them in front and let them shine and also Follower 2 explicitly said that Leader 1 called her the boss and thus his ego or need to protect his own status did not disturb their relationship. In Case Study 2, Follower 3 felt that Leader 2 was not the boss because he worked among the people. This has been interpreted that Leader 2 was also not swayed by the need to protect his own status and did not mind getting his hands dirty and doing work that may not be seen as the work of a leader. In Case Study 3 and Case Study 4, we see that the followers felt that, the leaders never praised themselves or were too self-critical and this could imply that status was not a factor to the leaders. This characteristic of the leaders further provides evidence of their authenticity as it has already been noted as seen by other researchers that authentic leaders are not swayed by the need to protect fragile egos or their own status.

Provide work-related feedback

It was found that work-related feedback was often laced with positive reinforcement within all the case studies in this research. This does not imply that the feedback was deceptive, but rather that the honesty was laced with sugar to make it palatable for the followers. In Case Study 2, even though Leader 2 utilised Follower 1 to spread the message, there was sensitivity to the individual receiving the message. This was similar in Case Study 4 where Leader 4 framed communication differently according to the individual.

The threat of follower potential

An authentic leader does not feel threatened by a follower showing potential to one-day take over the role of leader. The results show that the leaders within these four Case Studies embraced the growth in an employee that showed potential to one-day takeover. In Case Study 1, Leader 1 had identified Follower 2 as his successor and was developing her. For Case Study 2, Leader 2 wanted the followers to take over the business or to one day own their own franchises and Follower 1 confirmed this want of Leader 1. Within Case Study 3 and 4, both leaders did not want to be in power forever and were excited at the idea of finding someone to take over. This study found that the Leaders in these SEs were not threatened by follower potential.

The four leaders in this study have displayed, to varying degrees, exhibiting the dimensions that show that they have transparent relationships with their followers and thus more especially they express who they are in an open and transparent manner to their followers.

6.4.1. Link to Literature for Relational Transparency

Authentic leadership can be seen as a method in which authentic leaders promote self-motivation in their followers (Leroy et al., 2015), this is supported by the results of this study. Gardner et al. (2005) claimed that a leaders' authenticity includes authentic relationships that are transparent, open and full of mutual trust with followers and associates, guided by worthy objectives and with an emphasis on follower development. The perceptions of the leaders of SEs in this study supports this literature.

Some researchers claimed that authentic leaders are not swayed by the need to protect fragile egos or their own status, neither do they feel threatened by followers, but they promote follower autonomy, do not hide hard truths and are honest when providing work-related feedback to their followers (Leroy et al., 2015). The findings in this study are in line with this literature. Furthermore, literature has demonstrated that relational transparency is about

personal disclosures, exhibiting who one truly is, sharing information openly and conveying true opinions and motives (Emuwa, 2013). The results of this study predominately support this literature but there is some contradiction in terms of conveying true opinions and motives. Even though the followers perceived the leaders so, some of the leaders felt they did not always convey true opinions and motives while stating the audience was a deciding factor.

Gardner et al. (2005) have shown that followers authenticate a leader or perceive a leader as authentic, when they see consistency between who they are and what they do and the findings in this study where the leader thought themselves not to convey true opinions while the followers felt that true opinions were conveyed supports this literature. The followers may have authenticated the leaders because in many other instances they saw consistency between who the leader was and what they did.

The results found here in discussing relational transparency tie well with previous studies and more especially with Banks et al. (2016) who argued that the belief that leaders are able to express their normal selves in an open and honest manner underpins authentic leadership and this leads to positive and ethical work outcomes. Which leads us to discuss the next construct Internalised Moral Perspective.

Therefore the followers of these leaders in social enterprises, by displaying self-motivation and attesting to an environment where their leaders promoted autonomy, allowing them to shine and develop in their professions supports the literature on authentic leadership. Furthermore, in finding that these leaders had transparent relationships with their followers, were seen as open, approachable, and developmentally focussed in regards to their followers and operated in social enterprises with worthy objectives also supports literature.

The finding that these leaders were perceived to be honest, humble in terms of their own status and often choosing to lead from the back, did not hide hard truths and were not threatened by follower potential supports literature. The leaders largely revealed whom they were but opted to not convey true opinions and motives to everyone but to be selective in how to disclose this information contradicts literature on authentic leadership. To the contrary, the finding of the followers authenticating the leaders as conveying true opinions and motives because of the consistency they saw in who the leader was and what they did supports other literature.

Lastly, these leaders of social enterprises were seen to reveal to their followers their natural selves and often were described by the followers as wearing their heart on their sleeve, encouraged an ethical environment with their individual organisations, and this finding

supports other literature on authentic leadership.

6.5.   Cross-Case Analysis for Internalised Moral Perspective

Within this section, the findings for each of the components of Internalised Moral Perspective are summarised, following which the literature referring to this construct is summarised.

Decisions based on core values

This study provides evidence that within these four SEs, the leaders based their decisions on core values while considering the interests of the collective. Within Case Study 1, Leader 1 felt that his decisions were bound by both his core values and the purpose of the organisation. His two followers were split between follower 1 thinking that decisions were solely based on core values of Leader 1 and Follower 2 thinking that decisions were grounded in Leader 1's need to help people and his own core values. Thus within Case Study 1, in terms of Authentic Leadership Perceptions, Follower 2 saw Leader 1 putting the interests of the collective before his own. Leader 2 on the other hand understood his emotions to be a hindrance to his morality and felt he often strayed from his core values in decision-making. The followers in Case Study 2 on the other hand observed their leader's commitment to core ethical values as they perceived Leader 2's Christianity to be the gold standard in terms of decision making in the organisation.

Leader 3 correspondingly dealt with decisions as Leader 1. Like him, she based her decisions on her core values and the values of the organisation. In Case Study 3 there was a consensus among the followers that both the values of Leader 3 and the organisations were used in making decisions and largely, these values were shared by the people in the organisation. In Case Study 4, Leader 4 was interviewed after a recent moral dilemma had taken place within the organisation and Leader 4 felt, she had behaved in a manner that was in contrast to who she was normally. Leader 4 felt that she had made a decision that was against her core values. In analysing Leader 4's perception of herself and the perceptions of her followers, this study found that Leader 4, in terms of decisions behaved in the same way as Leader 1 and Leader 3. These leaders used their core values in making decisions while considering the benefits to the collective society around them, which meant most of the time also used the values of the organisation. All Leaders in all four case studies displayed a sense that morality played a part in decision-making.

Difficult decisions based on high standards of ethical conduct

There was a sense of an ethical culture being perceived within all the organisations involved in this study. Leader 1, according to Follower 2 in Case Study 1, was a sociologist at heart and encouraged everything done within the organisation to be done with ethics in mind. Leader 2 utilised biblical principles in making decisions and was perceived by his followers as basing his decisions on high standards of ethical conduct. Both leaders in Case Study 3 and Case Study 4 operated within the medical field that is to some extent bound by a stringent code of ethics. Leader 3 and Leader 4 both explained that integrity is all they had and encouraged people within their business to behave in an ethical manner. This study found that all four leaders who participated in this study conducted themselves in an ethical manner and difficult decisions were based on high standards of ethical conduct.

Behaviour when actions not consistent with values

In Case Study 1, while on the topic of seeking feedback to improve relationships, Leader 1 explained that, he does not take on advice that would have him change his behaviour. This is interpreted as Leader 1 being true to himself and it provided insight into what Leader 1 would do if an action required were not consistent with his values. Leader 1's followers referred to him as stubborn and defensive thus it was assumed that he would not be easily swayed by pressures to do things that were against his and the companies values.

A clear example of actions against core values was highlighted in Case Study 2 when Leader 2 contested a donner's request to change to the organisation to a circular organisation and to steer away from their Christian values. The followers in Case Study 2 also perceived Leader 2 as one that would stay true to his Christian values and would never do anything that was unchristian.

Interestingly in Case Study 3 and Case Study 4, Leader 3 and Leader 4, during this study, both were undergoing a moral dilemma due to conditional funding which provided the researcher with some insights into their behaviours when actions to be done were not consistent with their own beliefs. In Case Study 3, Leader 3 was pro-choice in terms of women being able to choose abortion, she stood her ground and found a middle ground where the clinics did not do abortions but referred women to safe abortion clinics. The followers in Case Study 3 also perceived Leader 3 as always acting in consistency with her values.

In Case Study 4 the dilemma resulted in Leader 4 refusing to sign her name to a contract that she felt opposed here core values because of donor funding. Because the money would be beneficial to the organisation and assist them with their purpose as an organisation, she only

conceded for a board member to sign. Leader 4 felt that she was not true to her values. The Followers in Case Study 4 cited the same moral dilemma but felt Leader 4 was true to her values. These mixed results may be confusing but this was interpreted to mean that the Followers felt this way because they saw Leader 4 displaying integrity in this decision.

The definition or bounds of morality here were left to the subjective reasoning of the respondents. There is indeed some minor dysfunctionality in the results of this study, especially in Case Study 4 where the same action is seen as immoral by Leader 4 and seen as moral by the followers. The moral dilemmas faced by these four leaders within these SEs demonstrate the ongoing struggle but as shown morality is not the end all for leaders to be perceived as authentic.

Promote others to stand by their own core values

All the organisations that participated in this study were small organisations. In Case Studies 1, 2 and 3, the idea that within small organisations leaders surround themselves with people that had the same values was argued. Within Case Study 2, although not explicitly stated, all participants were Christian, which could be interpreted as people with similar values. Even though there is a sense of shared values (Case Study 1, 2, 3 and 4) and to some extent beliefs (Case Study 2), the leaders, to varying degrees, promoted the followers to stand by their own beliefs. In Case Study 1, Follower 2 being Christian felt that Leader 1 had never tried to impose his beliefs on her. In Case Study 2, Leader 2 in discussing how he handles opposing views, provided insights into whether he promotes others to stand by their own core values. Leader 2 in saying he was only interested in opposing views that would bring glory to God, in fact implied he does not promote any other beliefs apart from Christian beliefs.

Within Case Study 3, the results showed that Leader 3 promoted others standing by their own core values, but hired people with similar values to her own. This was the same in Case Study 4 where Leader 4 was also found to promote others to stand by their own core values as long as they were not too far from the shared organisational values.

6.5.1. Link to Literature for Internalised Moral Perspective

May et al. (2003) claimed authentic leaders display a higher moral capacity to judge problems from different points of view and are considerate to the needs of different stakeholders. Within all four case studies, it was found that a consultative process between the leaders and the followers took place when leaders had to make decisions. Gardner et al. (2005) found that authentic leaders were directed by personal moral standards and values and not the group's values or organisational and societal pressures, resulting in decisions made. The results of

this research are contradictory to this literature. This study showed that some of the leaders merged their values and the values of the organisation when making decisions. The findings of this study are more consistent with Steffans et al. (2016) who claimed that a leader's values and beliefs most of the time also represent the vision and mission of the organisation they lead, thus an authentic leader could be true to both him or herself and organisational values.

Steffans et al. (2016) have shown that leaders of a group are seen as more authentic to the same degree as those same leaders are true to the group's shared identity, thus arguing that leaders who put the interests of the collective before their own were more likely to be seen as an authentic leader. This is consistent with the findings in Case Study 3 where there was a general consensus among the followers that both the values of Leader 3 and the organisation were used in making decisions and to a large extent, these values were shared by the people in the organisation. Within all the case studies, there was a sense of shared values.

Gardner et al. (2005) that argues when followers see the leader being self-aware and transparent in making a decision while displaying integrity and a commitment to core ethical values trust for the leader forms and in turn the followers behave authentically and an ethical culture is formed within the organisation. A sense of ethics was observed in these organisations but the contradictory perceptions in regards to decisions being based on the core values of the leader support some literature. These researchers, deliberately omitted consideration of the leader's values and convictions from their concepts of authentic leadership, arguing high levels of moral development or observing high standards of ethical conduct was not the end all or do all for leaders to show that they are true to themselves (Walumba et al., 2008). The definition or bounds of morality here, was left to the subjective reasoning of the participants. This is in line with Hannah et al. (2014) who criticised authentic leadership and other newer genre theories by claiming that the subjectivity of leadership measures being placed "in the eye of the beholder" could potentially create dysfunctional outcomes.

On the other hand, this study is of leaders in SEs and the confusion in results ties well with a previous study wherein Dey and Steyaert (2016) argued that the problem in research lay with approaches that consider the ethics of social entrepreneurship as an inherent property of the authentic individual. Instead they claimed that ethics of social entrepreneurship is not a given but it is an ongoing struggle for one to become ethical. These results, showing the existence of shared beliefs within these case studies support the research by Shamir and Eilam (2005) that found authentic followers were not coerced and did not follower due to normative pressures or the expectation of personal rewards but rather shared the leader's beliefs, values and convictions, their concerns, and their definition of circumstances.

The finding that these social enterprise leaders were consultative in their decision-making process and used some values and ethics displaying morality in decision-making supports literature. The values used in decision making for these leaders were found to be a merger of their own core values and the shared values of the organisation and this finding was contradictory to order literature on authentic leadership. These leaders were true to both their values and the values of the organisation and this supports recent literature on authentic leadership.

The study further found that the leaders were seen to be true to the group's identity in terms of values displayed and the followers rated them more favourably than they rated themselves on authenticity, and this supports existing literature. There were ethical cultures perceived in all organisations, which supports literature as well. Conflicting outcomes in terms of values used in decision-making were found because morality was left to the subjectivity of the leaders and followers, often their perceptions of which values were used in decision-making did not match and this finding supports literature.

This study further revealed that the ethics of these social enterprise leaders were a constant struggle and thus their ethical behaviour was not a given because of their nature as social entrepreneurs, literature is also supported through this finding. Lastly, the followers of these leaders did not follow because of coercion but rather there was a sense of shared values and or beliefs in all four organisations, which supports existing literature on authentic leadership.

6.6. Cross-Case analysis of Authentic Leadership Perceptions

Interestingly when asked what type of leader they thought themselves to be, not all of the leaders mentioned being an authentic leader, but there was a consistent theme of leading from the back, which is similar to transformational leaders who do not necessarily lead from the front as they allow their followers to shine. Leader 2 described himself as a servant leader who leads through biblical principles, which could be interpreted as being also a spiritual leader; these are all forms of positive leadership. This research is exploring authentic leadership in SEs, and these results direct the researcher to the interpretation that authentic leadership is present within these case studies and more evidence is presented below.

How the leader sees themselves

In Case Study 1, Leader 1 had described transformation leadership in saying that his leadership style was to lead from the back to let his followers shine. Since authentic leadership does incorporate transformational leadership and has an emphasis on follower development,

it can be interpreted that Leader 1 saw himself as an authentic leader. While in Case Study 2, Leader 2 thought of himself as a servant leader, which is a positive leadership form that is incorporated in authentic leadership. Thus, this result also shows that Leader 2 saw himself as an authentic leader.

Within Case Study 3, Leader 3 did not put a name to the type of leader she thought she was but instead provided the following characteristics: inclusive, open, honest and grounded. Similarly, Leader 4 in Case Study 4 also mentioned her characteristics as inclusive, open, developmentally focused, sensitive, charismatic, did not accept failure in herself and displayed integrity. Both Leader 3 and Leader 4 felt that they were open and inclusive. These characteristics have already been discussed above when discussing the constructs of authentic leadership, thus these leaders identify with characteristics of an authentic leader, and an interpretation could be made that they saw themselves as authentic leaders. What is a contradictory characteristic is Leader 4 describing herself as charismatic; this was only observed in the answers of Leader 4.

Leader 1 was different from the other leaders as he explicitly noted the motivation of not wanting to be seen as a copy of anyone else and to be an original. This did not come up in any one of the cases but a sense of perceptions of extraordinary was garnered.

How the followers think the leader sees themselves

In Case Study 1 we find that Follower 2 felt Leader 1 saw himself as a quiet observant leader, implying the idea that he leads from the sidelines or from the back. Within this case, we see that follower having insight into how the leader saw himself. Analysing Case Study 2 we find among the followers many different descriptions of Leader 2 that are similar to how the leader also saw himself. Follower 1 of Case Study 2 said he thought Leader 2 saw himself as a God-fearing leader who used Christian principles; this has been interpreted as Follower 1 thought Leader 2 saw himself as a spiritual leader. Follower 2 of Case Study 2 felt that Leader 2 saw himself as a good and helpful leader; this was interpreted to mean a servant leader similar to what the leader thought of himself. Within this same Case Study 2, Follower 3 felt that the leader did not lead from the front (interpreted as transformational leadership), worked among the people (interpreted as servant leadership) and would let the people shine. These results from Case Study 1 and Case Study 2 show that the followers understood whom the leaders were as they were able to see the leader in the same way they saw themselves. All of these results are in line with previous studies as will be seen when discussing literature, that found that authentic leadership incorporated positive leadership forms thus it is interpreted that the followers in Case Study 1 and Case Study 2 perceived their leaders to exhibit authentic

leadership.

In Case Study 3, apart from the openness of Leader 3 there were not many synergies between the follower's responses to how they thought Leader 3 saw herself. Follower 1 in Case Study 3 felt that the leader saw herself as a consultative, open-minded, visionary leader who promoted follower autonomy by not micromanaging. Follower 2, in Case Study 3, on the other hand felt that Leader 3 lead from the back and this is interpreted as transformational leadership. Follower 3 in Case Study 3 felt that Leader 3 was an open book as she wore her heart on her sleeves and this has been interpreted as authentic leadership in that the leader's actions were consistent with who she was. Even though the followers in Case Study 3 brought to light many other characteristics of Leader 3, there was a general agreement of openness as a characteristic of Leader 3. Openness is a building block to enable relational transparency, which is a construct of authentic leadership. The results of the followers in Case Study 3 were interpreted to reveal that the followers perceived the leader to be an authentic leader.

The last case study, Case Study 4, Follower 1 simply felt that Leader 4 was overly self-critical and this has been interpreted to be similar to Leader 4 saying that she does not accept failure in herself. Follower 1 in Case Study 4, confirmed this interpretation by emphasising that she felt Leader 4 saw herself similarly to how they saw her. Follower 2 and Follower 3 in Case Study 4 also spoke about the self-critical nature of Leader 4. This alignment in how the leader saw herself and what the followers thought the leader saw herself could imply that personal disclosures have taken place in the organisations and the followers are aware of who the leader is. This result also shows an alignment of perceptions and that the followers in Case Study 4 may see authenticity in Leader 4.

How the leader thinks others see them as a leader

In terms of the leaders' perceptions on how others see them, the results show that within Case Studies 2, 3 and 4 the leaders thought that their understanding of who they were was aligned to how the followers saw them. In Case Study 2, Leader 2 thought that others saw him living according to biblical principles and that others experienced that through his actions. This was interpreted that Leader 2 felt that his followers saw consistency between who he is and what he did, which is a dimension of authentic leadership perceptions. Leader 2 further thought that his followers saw him as a leader who was fair, looked after their interests, used positive reinforcement to develop his followers and one who showed them respect. Another dimension of authentic leadership perceptions that has been discussed is that the leader puts interests of the collective before their own and here we see Leader 2 mention that his followers saw him looking after their interests.

Leader 2 did not want to be seen as a boss by his followers but rather a father figure. Interestingly Leader 2 did not want to use the term leader to define himself. Leader 1 also preferred to call his followers boss as opposed to the term being referred to him.

In Case study 3, Leader 3 felt that, her followers thought that she was open, had an open door policy, was approachable and a good communicator. While in Case Study 4, Leader 4 felt that her followers saw her as being developmentally focused, independent, creative, not sensitive but serious, spitefully critical sometimes, and a person that does not undermine others. Leader 4 also felt they saw her behaving with integrity and as a role model who leads by example. In authentic leadership perceptions, the followers see the leader displaying integrity.

Now even though in Case Study 1, Leader 1 did not mention that he felt that his followers saw him similarly, to how he saw himself, this study found the contrast of this. Leader 1 felt that his followers did not see him as a leader because he did not provide adequate direction for them. As he had earlier explained that his leadership style was to lead from the back, the previous sentence was interpreted to mean that Leader 1 promoted follower autonomy, which he felt, was not perceived well by his followers. Leader 1 also felt that others saw him as warm, engaged, a leader that really wants to help others, too soft and one that sometimes shies from making hard decisions.

How the followers see the leader

Now to discuss how the follower saw their leaders. This analysis found evidence that the followers in all four case studies saw the leaders similarly, to how the leader thought they were perceived. In Case Study 1, Follower 1 saw the leader as one that promotes follower autonomy, puts an emphasis on follower development, is kind, loves people and see potential in people and helps them to better themselves. Even though Leader 1 felt that his followers did not see him as a leader, we see here that Follower 1 observed Leader 1's leadership style as one that provides autonomy to the followers and leaves them room to develop. Within Case Study 1, Follower 2 felt that Leader 1 was controlling to things he deemed important, but also felt that he promoted follower autonomy in that how they went about the task was up to them. When she mentioned that Leader 1 gave people the opportunity to shine in what they knew best, this was interpreted as that Leader 1 saw potential in people. Both followers in Case Study 1 saw Leader 1 in a similar manner.

Analysing Case Study 2 there is a lot of similarity in how the followers saw Leader 2. Follower 1 saw Leader 2 as a leader who was consultative when making decisions open, approachable,

motivated, visionary, inspiring, respectful, Christian and that anyone could take their problems to the leader, which was interpreted as the leader is helpful. For Follower 2 in Case Study 2, Leader 2 was seen as supportive, open, approachable, did not insight fear in them, honest, trustworthy, showed no favouritism, loved his colleagues, shared information and exhibited true Ubuntu. She also felt that she could approach Leader 2 with her problems and he would be helpful. Follower 3 in Case Study 2 also felt that Leader 2 was consultative in decision-making, patient and was a developmental leader. Follower 1 and Follower 2 both felt that Leader 2 was open, approachable and helpful.

The results of Case Study 3 reveal that the two nurses, Follower 2 and Follower 3, had similar views about their relationship with Leader 3 and these views bore similarities to that of Follower 1. Follower 2 in Case Study 3 saw Leader 3 as negotiable, flexible, open-minded, selfless, a good listener and that she led by example. She also felt that Leader 3 had an open door policy, loved working with people, understood their different cultures and showed them respect. A perception of Follower 2 that Leader 3 loved what she did and did it out of the goodness of her heart was interpreted as the follower perceiving the leader to be genuine and not working under false pretences. The follower perceived Leader 3 being true to herself. In Case Study 3, Follower 3 saw Leader 3 as a leader who was committed, dedicated, honest, results-driven, an influencer, open, approachable, kind, valued people and respectful. Follower 3 also felt Leader 3 showed an understanding of the community which has been interpreted to mean that she understood their cultures. Furthermore, Follower 3 felt that Leader 3 lead by example, wore her heart on her sleeve, which is interpreted as she saw the leader being consistent between who the leader was and what the leader did. Follower 3 felt that Leader 3 did not impose herself on them exuded the "Batho Pele" (people first) principles which have been interpreted to mean that Follower 3 saw Leader 3 putting the interests of the collective before her own.

Within Case Study 3, Follower 1 was not as in-depth in provided her perception of Leader 3, she simply felt that Leader 3 was open-minded, promoted follower autonomy by not being dictatorial, was trustworthy, knew how to manage the business and had the ability to build relationships within the team. As mentioned before there was a sense that Leader 3 was an open leader but within many of the descriptions, characteristics of an authentic leader were revealed.

In analysing Case Study 4, the followers perceived Leader 4 similarly to what she herself had thought which is as a mentor and a leader that leads by example. To summarise, Follower 1 perceived the leader as visionary, fearless, a developmental leader, knowledgeable, approachable, open-minded, and passionate and that she shared experiences and knowledge

openly. Follower 1 also said that Leader 4 was human, real and down to earth which was interpreted as Follower 1 seeing consistency between who Leader 4 is and what Leader 4 does. Follower 2, in Case Study 4, felt Leader 4 displayed the dimensions of relational transparency and did not hide truths, openly shared information and was receptive to opposing views. This revealing that in their relationship Leader 4 had disclosed who she was as a person. As for Follower 3 in Case Study 4, she perceived Leader 4 as being dynamic, energetic, inspiring that is interpreted from Follower 3's statement that Leader 4 made her want to be better, furthermore, Follower 3 felt Leader 4 was open to debate topics which were interpreted as being receptive to opposing views and encouraging to people speaking their minds. Follower 3 further felt that Leader 4 had a great work ethic, led by example, had empathy and had a strong moral belief system, which was interpreted as the follower had observed Leader 4,'s internalised moral perspective. Lastly Follower 3 in Case study 4 felt that Leader 4 wore her heart on her sleeve and similarly with previous interpretation of this statement, Follower 3 saw consistency between who leader 4 was and what Leader 4 did. None of the followers in Case Study 4 described Leader 4 as charismatic as she had done herself.

6.6.1. Link to Literature for Authentic Leadership Perceptions

In a previous study, Avolio and Gardner (2005) claimed that authentic leadership incorporated transformational, charismatic, servant, spiritual or other forms of positive leadership and the results of this study are in line with this literature. All the leaders and some of the followers mentioned descriptions that were interpreted to be other forms of positive leadership. Leader 2, a leader of a Christian social enterprise explicitly mentioned servant leadership. Other researchers Dinh et al. (2014) also found that authentic leadership was seen as an origin concept to all other forms of positive leadership. Hoch et al. (2016) claimed that authentic leadership revealed significant construct redundancies due to its high correlations with transformational leadership. These other studies explain why the leaders in this study mentioned dimensions of transformational leadership and other forms of leadership because of this overlap with authentic leadership. The results of this study support this research.

Avolio and Gardner (2005) argued that others do not describe authentic leaders as charismatic but they build lasting relationships, work hard, and lead with purpose, meaning and values. Leader 4 is not being described as charismatic by followers but perceived as able to build a relationship, a hard worker and leading with purpose and values is in line with this literature. (Shamir & Eilam, 2005) claimed that authentic leaders do not necessarily use the term leader to define themselves; the role of the leader is actually a crucial part of their self-concept. They posit that authentic leaders use other terms and provided the example of "freedom fighter"

Mandela, 1994, but explained that the terms themselves imply a leadership role, and that they think and act at all times in terms of that role'. Leader 2 wanted to be seen as a father figure by his followers and not a boss offers some support to this literature.

Thus, these social enterprise leaders were found to incorporate transformational, servant, spiritual and or other positive leadership forms that support literature. The finding that these leaders were not described as charismatic but were seen to build lasting relationships be hard workers, lead with their hearts and values supports literature. Lastly, these leaders were reluctant to be called the leader and preferred other terminologies that referred to a sense of leadership and this supports existing literature.

6.7. Conclusion

To reiterate where the findings of this study support, extend or contradict literature. The majority of findings within this study supported literature. There is literature to support the findings that the leaders in these social enterprises showed an understanding of how one derived meaning from the world and were clearly able to articulate their life stories. The leaders' knowledge or lack thereof, of their weaknesses and strengths contradicted literature to some extent. On the other hand, some literature argued against full authenticity and provided support for the findings of this study in that they claimed that one could never be one hundred percent authentic.

The leaders exhibited varying degrees of self-awareness, which supports literature. The majority of literature on authentic leadership specifies that the authentic leader stands by his values without interference from the society around him, the findings of this study contradicted this but supported other literature that claimed authentic leaders to be social beings who were influenced by societal norms. Furthermore, this study found that these particular leaders of social enterprises solicited opposing views and considered this information when they made decisions, which supports the literature on authentic leadership and especially about balanced processing.

These leaders had transparent relationships with their followers, were seen as open, approachable, and developmentally focussed in regards to their followers and operated in social enterprises with worthy objectives supported literature. These leaders were also perceived as honest, humble in terms of their own status and often chose to lead from the back, did not hide hard truths and were not threatened by follower potential this also supports literature. The leaders largely revealed who they were but opted to not convey true opinions and motives to everyone but to selectively in disclose information, this finding contradicted

literature on authentic leadership. To the contrary, the followers authenticated the leaders as conveying true opinions and motives because of the consistency they saw in who the leader was and what they did also support other literature. These leaders were seen to encourage an ethical environment in their individual organisations, which supported some literature.

These social enterprise leaders in being consultative in their decision-making process and using some values and ethics, which displayed a sense of morality support literature. The values used in decision making for these leaders were found to be a merger of their own core values and the shared values of the organisation and this finding was contradictory to order literature but supported more recent literature on authentic leadership. The study further found that the leaders were seen to be true to the group's identity in terms of values displayed and the followers rated them more favourably than they rated themselves on authenticity, which supports existing literature. It is to be noted that the definition of morality was left to the subjectivity of the leaders and followers and often their perceptions of which values were used in decision-making did not match, this finding supports literature.

Finely these social enterprise leaders were found to incorporate transformational, servant, spiritual and or other positive leadership forms into their leadership styles and this supports literature. As revealed in the literature review, Walumbwa et al. (2008) claimed that the concept of authentic leadership due to its nature was relevant to social entrepreneurship research because social entrepreneurs also have to do with the well-being of others. This chapter has revealed the existence of authentic leadership within SEs from the perceptions of the leaders and followers. The next chapter will provide answers to the research questions posed in this study.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1. Introduction

Within this chapter, the research questions are answered. Furthermore, the importance of this study is reiterated, the most important findings are presented along with some limitations to the study and some recommendations on its application to business. The last part of his chapter will provide some insights into possible future research opportunities to build on this research.

7.2. Importance of Study

It is important to begin to comprehend how the tensions within a social enterprise are managed and to unearth some insights into the leadership of these organisations. The lack of managerial or leadership research in the field of social entrepreneurship emphasises the importance of this study. It was argued that identities are always being exhibited in today's world because of connectivity and social media and how we present ourselves as executives and people, with all our intricacies has become an important aspect of leadership (Ibarra, 2015). The authenticity of leaders is more in question and I agree that authentic leadership is needed in today's organisations.

Ford and Harding (2011) argued against authentic leadership by claiming that it had the potential to have a harmful impact on those subjected to it. They further argued that the authentic leader would breed a sick organisation because of the lack of subjectivity allowed and because the concept refuses to acknowledge human imperfections and individual differences. The concept of Authentic Social Enterprise Leadership revealed in this study contests this and maybe what social enterprises who contend with dual missions and thus dual identities need.

I argue that SEs are contemporary organisations due to academia and practitioners' disagreement with one definition of social enterprises. The newness of the concept of organisations that are both purpose and profit-driven is still a relevant topic. Johnsen (2018) argued that there was an increased push for authentic leadership in contemporary organisations in order to ensure ethical conduct of the same. This study adds to the body of knowledge of both authentic leadership and social entrepreneurship.

7.3.   Research Question 1 Findings

Research question 1 sought to understand if the leaders in social enterprises based in Johannesburg, South Africa perceived themselves as authentic and if they saw themselves as an authentic leader. The actual question was what is the leaders' perception of authentic leadership in social enterprises? We have discussed the results of these perceptions in terms of the four constructs of authentic leadership thus self-awareness, balanced processing, relational transparency and internalised moral perspective which all have dimensions building them. The leaders perceived themselves to match or not match certain aspects of these constructs. This research concludes that all the leaders in this study perceived themselves as authentic leaders to varying degrees.

In regards to S*elf-awareness*, the leaders perceived themselves as exhibiting varying degrees of self-awareness and that they were influenced by societal norms. Contrary to the authentic leadership idea, these leaders did not all know what their followers perceived as their weaknesses and in some cases strengths. Further to this construct, felt that they were constantly aware of the impact one's actions has on others which will be seen when answering research question 2 that some of the followers had different perceptions to this. These leaders' perceptions are being tested against a very rigid definition of authenticity.

Ibarra (2015) provided support for the assertion made in this research by claiming that the definition of authenticity was too rigid. She argued that when research confirming how people evolve with experience and uncover things about themselves that cannot be realised by introspection alone is put against the idea of one "true self", this idea is no longer valid. Thus, there was no one "true self" because people evolved over time and were influenced by their context and the society. The leaders in this study were able to articulate clearly their life stories but their actions especially in the case of Leader 1 hindered their perception of authenticity.

Case Study 1 was unique within this study in that there was evidence of a cultural dimension was at play. As an expatriate leader, Leader 1 was perceived to not know how his actions might affect others, with the reasoning that this was due to a lack of cultural awareness. He was expected to behave in a manner that was not true to what felt normal to him and in a way was expected to behave inauthentically to who he was in order to fit in. Ibarra (2015) argued that finding authentic ways to be effective was more difficult in a multicultural environment. She further argued that people expected authenticity to be the single model of leadership to cure-all, but it was limited in its cultural specificity in that it is an American notion based on ideals such as self-disclosure, humility, and individualistic triumph over adversity. Furthermore, this ensnares managers from cultures with different norms for authority,

communication and collective endeavours into dilemmas because they have to behave inauthentically in order to conform to these ideas of authentic leadership (Ibarra, 2015). Leader 1 was not being true to himself.

Thus as demonstrated by Case Study 1, working with people with different cultural norms, leaders often have to choose between what is expected and therefore effective in the circumstance and what feels authentic (Ibarra, 2015). This study does not provide any conclusions in regards to Authentic Social Enterprise Leaders working in multicultural environments but in agreement to the arguments above there is a need for research to figure out what characteristics these leaders need to possess in order to be perceived as authentic by their followers from different cultures.

Social enterprise leaders have to be adaptive in their approach and learn to tap from different types of leaders in order to manage the tensions brought on from the dual-purpose nature of their business. They cannot cling on to old ways of doing things that were born from old stories of self. Ibarra (2015) claimed that individuals whether conscious or unconsciously allow the stories or images they paint of themselves to guide them in new situations and disregarded that stories become outdated as people grow and that it was necessary to change our stories depending on new experiences. This study provided some small insights into this, that all the leaders made some sense out of their experiences or upbringing and this informed their values and the creed with which they lived by. Some of the leaders came from social work backgrounds that could be limiting how they lead the social enterprise that requires thought beyond purpose to the profit side of the business. There is a need for Authentic Social Enterprise Leaders to maybe reformulate their own perception of self in order to properly serve the dual purpose nature of their business and to be able to articulate better the concept of "who am I" and "who are we" within their business.

In terms of *Balanced Processing,* the leaders of these particular social enterprises simply perceived themselves as able to solicit opposing views and then considered all this relevant information in making their decisions. Their perception of their own leadership is that they conformed fully to this construct.

In answer to the perceptions around *Relational Transparency*, all the leaders who participated in this study perceived that they had transparent relationships with their followers and that they were themselves open, approachable and developmentally focused individuals. They saw themselves as honest and humble in terms of their own status. They also felt that they did not hide hard truths, were not threatened by their followers who showed potential, did not impose their beliefs on their followers and allowed everyone to speak their mind in any situation. But

where these leaders perceptions in terms of this construct deferred from the authentic leadership idea are that some of the leaders (Leader 3 and Leader 4) did not opt to convey true opinions and motives to everyone at all times, they preferred to phrase their disclosures on opinions and motives differently depending on the audience.

It is thus concluded that these Authentic Social Enterprise leaders were not fully transparent and did not disclose all opinions and motives to ensure there were no destructive consequences to the person receiving the communication and the organisation. Ibarra (2015) agreed with this conclusion in asserting that being utterly transparent and disclosing every single thought and feeling was both unrealistic and risky because the leader could lose credibility and effectiveness within the organisation by disclosing everything they thought and felt.

The last construct to discuss is *Internalised Moral Perspective,* where these social enterprise leaders, from their own subjective reasoning, felt that they had very strong values and had ethical behaviours that resulted in moral decisions. These leaders perceived themselves to be true to both their values and the values of their organisations. They felt that their internalised moral view incorporated the values of the organisation. Before we discuss further the values of these leaders, they perceived themselves to be promoting a positive ethical environment in their organisations and that they always looked at moral dilemmas from different points of views and always came to conclusions that were the most beneficial for their respective collectives.

There were some minor differences in perceptions' of the leaders. When discussing if the leaders made decisions based on their core values, and this finding had conformed to some literature while extended some. There were mixed reviews amongst researchers in regards to whether this should be done using core values of the leader but it is to be noted that the social enterprise leaders who participated in this study made decisions based on the values of the leader and the values of the organisation.

Social entrepreneurs pose an example for for-profit only entrepreneurs because by virtue of their businesses being purpose driven and the values built into that, are always considering values in decision making. Ford and Harding (2011), on the other hand claimed that internalisation of core organisational values, in cases where a person's authenticity and organisation were intertwined, bread authentic leaders and their followers who were unable to differentiate themselves from the organisation. Furthermore, they argued against the idea that authentic leaders could display one's self differently to different audiences and remain authentic, as long as they were not motivated by the need to manipulate but to reflect

accurately aspects of the leader's inner self. They claimed that the authentic leadership model was based on leaders and followers forgoing their subjectivity to that of the collective of the organization, and that when they looked inwardly they saw core organisational values, which in fact made them inauthentic (Ford & Harding, 2011). This research counters this argument as we conclude that these particular Authentic Social Enterprise Leaders base their decisions on a merger of organisational and own core values and thus have internalised organisational core values to align with their own.

Johnsen (2018) argued for the assertion that both the values of the organisation and the values of the authentic leader have to be in consideration when making decisions. She contested the claim that authentic leaders were good (thus ethical) because they remained faithful to their core values, but instead what was to be noted was that, some leaders use their core values to justify morally questionable decisions. Johnsen (2018) further argued that an adequate concept of authentic leadership should be formed that considers how ethics can occur when the authentic leader is able to critically reflect his or her own value-commitments and call it into question. Leaders must be able to see how values can make oneself blind to ethical considerations (Johnsen, 2018). She then posits that an authentic leader did not unconditionally commit to values or place his or her faith in the ethical force of the moral compass but an authentic leader is in danger of values and this does not make them morally responsible. I conclude that the Authentic Social Enterprise Leader should not take values in absolution but should understand that in order to service the collective in an ethical and moral manner; they must also consider the values of the organisation as a guide when making decisions.

Finely when discussing who they thought they were as leaders, the leaders within this study perceived themselves to incorporate transformational, servant, spiritual and or other positive leadership forms. These leaders did perceive themselves to exhibit the dimensions of authentic leadership to varying degrees and reveal that leaders of social enterprise do perceive authentic leadership within their businesses.

7.4. Research Question 2 Findings

This study also aimed to answer the question of what are the followers' perceptions of authentic leadership in social enterprises? In answer to this particular question, the followers of each leader within the social enterprise that participated in this study perceived their individual leaders to adhere predominately to the dimensions of authentic leadership. Apart from a couple of the followers perceiving their leaders to not be exhibiting a constant awareness of the impact of their actions on others, their perceptions were indeed that their

leaders conformed to the constructs of authentic leadership. This study concludes that among followers of SEs there exist perceptions of authentic leadership. The follower's perceptions of their leaders also provide further evidence that the concept of authentic leadership exists in SEs.

The followers perceived to have shared values with their leaders and did not feel a sense of coercion, as they perceived their leaders not to be forcing their beliefs on them. The followers perceived their leaders as promoting autonomy leading to the follower's development, and saw consistency in their leaders in terms of the natural selves they had revealed to them as the followers and the actions they did. These followers also perceived their leaders to be encouraging of an ethical environment within their organisations and that they had open and transparent relationships. Before moving on to the individual characteristics used to describe the leaders, it is to be noted that all the followers perceived their leaders to be conveying true opinions and motives at all times.

The perceptions of authentic leadership that these followers have, revealed some dimensions of the Authentic Social Enterprise Leader. The characteristics that were common among followers about their leaders were empathetic, honest, trustworthy, open-minded, approachable, respectful and leading by example. Other descriptions of the leaders conform to the already existing definitions of authentic leadership and some did not. What was considered, after regarding the small number of participants was characteristics that were mentioned by two or more followers of different leaders. These dimensions or variations of them have been considered in the proposed Authentic Social Enterprise Leadership Model.

From the perspective of the followers, they felt that the Authentic Social Enterprise Leader should be empathetic and approachable. This study posits that these are dimensions of the Authentic Social Enterprise Leader but the leader must find a balance between empathy and authoritativeness to ensure that they maintain control of the organisation and their purpose. In Case Studies 1, 2 and 3 in was explicitly expressed that poor delegation and communication were weaknesses of the leaders, Ibarra (2015) agrees that this is a problem for many authentic leaders but claimed that the real issue was in leaders finding a mix of distance and closeness with their followers. Authoritative leaders honour their knowledge, experience and expertise over their teams and maintain distance with them, while approachable leaders emphasise their relationships with people, people's inputs, their perspective and lead with empathy and warmth (Ibarra, 2015). She then argued that finding a balance between being approachable and authoritative is an acute crisis for authenticity and people who are true to self and behaviour either or. Borrowing from this assertion, it is concluded that Authentic Social Enterprise Leaders are more approachable and should aim to find a middle ground to being empathetic

and authoritative.

7.5.   Research Question 3 Findings

The question to be answered was what are the similarities and differences of authentic leadership perceptions among leaders and followers in social enterprises? Within most of the Case Studies, the followers perceived the leaders more authentically than the leaders perceived themselves. For example, Leader 4 felt she did not make decisions based on core values while her followers felt she did. She felt her morality lacking while her followers saw integrity in her decisions. In Leader 1's case, cultural differences to his followers highlighted some differences in perceptions, which have been discussed in concluding research question 1. Another difference that was seen was in regards to conveying true opinions and motives, for the leaders who felt they did not convey true opinions and motives, their followers perceived the opposite and authenticated the leader's behaviour in regards to this. This study found that among the majority of dimensions of the constructs of authentic leadership, the perceptions of the followers were consistent with the perceptions of the leaders. The followers saw authenticity in their leaders and the leaders perceived themselves as exhibiting traits of an authentic leader.

7.6.   Authentic Social Enterprise Leadership Model

This study proposes the following Authentic Social Enterprise Leadership Model that has been conceptualised as a merger of concepts from the definitions provided in the literature of authentic leadership and the results of this study, which revealed the perceptions of authentic leadership among leaders and followers in social enterprises. Characteristics of the authentic leader in SEs are revealed and Figure 3 shows the representation of the proposed model.

Figure 3: Authentic Social Enterprise Leadership Model

The Authentic Social Enterprise Leadership Model builds on Walumba and his colleagues' 2008 defined four dimensions of authentic leadership. These four dimensions even though not explicitly stated within this model form the building blocks of what an Authentic Social Enterprise Leader should be. Honesty and trustworthiness assist the Authentic Social Enterprise Leader to build relationships with followers and stakeholders external to the organisation. A developmentally focused leader in terms of followers has already been prescribed as a dimension of authentic leaders and the same is prescribed for the case of SEs that they must provide an environment where follower autonomy is promoted and variations of leading from the back, where followers are allowed to shine are promoted.

The Authentic Social Enterprise Leader must be approachable and empathetic, but should aim to find a middle ground to being empathetic and authoritative to ensure that they are effective as leaders. An Authentic Social Enterprise Leader leads by example with heart and purpose.

This model does propose dimensions that are a contradiction to Walumba and his colleagues' 2008 defined four dimensions of authentic leadership, I posit that an Authentic Social

Enterprise Leader should have internalised organisational and own core values as well as selective transparency on opinions and motives. Thus, Authentic Social Enterprise Leaders should not be fully transparent and or disclose all opinions and motives to everyone, to ensure that there are no destructive consequences to the person receiving the communication and the organisation. Communication of these ideals should be formulated according to the audience to ensure that misinterpretations do not disrupt the relationships and cause the leader to be ineffective. In addition, the Authentic Social Enterprise Leader has internalised organisational and own core values and does not take values in absolution but understands that in order to service the collective in an ethical and moral manner, they must also consider the values of the organisation as a guide when making decisions. Future research could look at these dimensions for verification of the model.

7.7.   Recommendations for Management

The SEs who participated in this study have leaders who were seen to be authentic in an environment that is full tensions born of their hybridity. A dual mission organisation presents with management challenges that develop leaders in a unique way. Toor and Ofori (2008) in aligning authentic leadership to project managers on construction projects argued that authentic project leaders were more than just good managers of projects but also led people well and were visionaries. They further claimed that authentic project leaders were able to achieve real performance by creating a positive environment in their organizations. In the same way, I recommend that managers of different types of businesses and more especially SEs consider developing into an authentic leader.

George et al. (2007) argue that all leaders are tasked with delivering bottom-line results, but authentic leaders, in good times or bad times, sustain those results. Social enterprise leaders operate with competing missions but what is to be noted that without profit, sustainability is a challenge, especially for those who have inconsistent other sources of funding and thus require authenticity for sustainability. The possibility of failure is present in any type of business and leaders must understand all resources and avenues available to them to ensure the continuity of the organisation.

Toor and Ofori (2008) argued that authentic leaders can be transactional, transformational, directive, or participative, and still be defined as authentic and this characteristic of being able to tap into different forms of themselves depending on context shows their competitive advantage to other types of leaders. Furthermore, they argue that all organizations should aspire to have authentic leaders to gain a competitive edge over their competitors in the market. Thus, I recommend that the Authentic Social Enterprise Model later presented in this

document should be considered by to the management of social enterprises and other organisations with managers operating in complex environments.

7.8. Future Research Considerations

This research has added to the body of knowledge of both authentic leadership and social entrepreneurship. Due to the limitations of this study and the results and conclusions presented, below are suggested some areas for future research.

- A quantitative study to provide empirical evidence of authentic leadership in SEs.
- A longitudinal research on authentic leadership within SEs to show the change in perceptions over time and the effect of leadership over time. This research should also contribute to the knowledge on behavioural, attitudinal and relational perception effects of authentic leadership.
- Investigating the effect culture brings to the perceptions of authentic leadership in SEs when the leader and followers come from different cultures. When there are cultural misalignments, can a leader be perceived as authentic?
- Further qualitative studies of authentic leadership in SEs because of the small sample size of this study.
- Exploring authentic leadership perceptions in large successful SEs, to see if the perception of organisational sustainability plays a role in the perception of authenticity.
- This study only looked at established organisations that were stable and not under pressure to close down. This calls for research to investigate authentic leadership in successful and failing organisations to see if the perception of the leader's authenticity differs among the different employees.

7.9. Conclusion

The traditional ideals of leaders in SEs are in need of transformation. There is a need to reassess what leaders in purpose and profit organisations look like. SEs have been seen to deal with multiple pressures born from their hybridity and the image of these leaders affect how they are seen by their employees and how they are seen externally. It is even more important in VUKA environments and with mounting pressures of its multiple stakeholder environments.

This research has shown that authentic leadership is present in SEs and that there are some slight variations to this definition and these were presented through the Authentic Social Enterprise Leadership Model. Some dimensions of Authentic Social Enterprise Leaders have

been highlighted and recommendations for managers of different organisations have been made. This research has highlighted the importance of authenticity in the highly connected, visible global landscapes which leaders find themselves it. SEs are disrupting markets and playing in the gaps often disregarded by governments and other capitalist ventures, an Authentic Social Enterprise Leader could be a competitive advantage needed to ensure that change is impacted sustainably.

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APPENDICES

Appendix 1: Definitions and descriptions of social entrepreneurship and social entrepreneurs

Source	Definition
Leadbetter (1997)	The use of entrepreneurial behavior for social ends rather than for profit objectives, or alternatively, that the profits generated from market activities are used for the benefit of a specific disadvantaged group.
Thake and Zadek (1997)	Social entrepreneurs are driven by a desire for social justice. They seek a direct link between their actions and an improvement in the quality of life for the people with whom they work and those that they seek to serve. They aim to produce solutions which are sustainable financially, organizationally, socially and environmentally.
Dees (1998)	Play the role of change agents in the social sector, by: 1) Adopting a mission to create and sustain social value (not just private value), 2) Recognizing and relentlessly pursuing new opportunities to serve that mission, 3) Engaging in a process of continuous innovation, adaptation, and learning, 4) Acting boldly without being limited by resources currently in hand, and 5) Exhibiting heightened accountability to the constituencies served and for the outcomes created.
Reis (1999) (Kellogg Foundation)	Social entrepreneurs create social value through innovation and leveraging financial resources…for social, economic and community development.
Fowler (2000)	Social Entrepreneurship is the creation of viable socio-economic structures, relations, institutions, organizations and practices that yield and sustain social benefits.
Brinkerhoff (2001)	Individuals constantly looking for new ways to serve their constituencies and add value to existing services
Mort et al. (2002)	A multidimensional construct involving the expression of entrepreneurially virtuous behavior to achieve the social mission…the ability to recognize social value creating opportunities and key decision-making characteristics of innovation, proactiveness and risk-taking
Drayton (2002)	A major change agent, one whose core values center on identifying, addressing and solving societal problems.
Alford et al. (2004)	Creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources and social arrangements required for social transformations
Harding (2004)	Entrepreneurs motivated by social objectives to instigate some form of new activity or venture.
Shaw (2004)	The work of community, voluntary and public organizations as well as private firms working for social rather than only profit objectives.
Said School (2005)	A professional, innovative and sustainable approach to systematic change that resolves social market failures and grasps opportunities
Fuqua School (2005)	The art of simultaneously pursuing both a financial and a social return on investment (the "double" bottom line)
Schwab Foundation (2005)	Applying practical, innovative and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor.
NYU Stern (2005)	The process of using entrepreneurial and business skills to create innovative approaches to social problems. "These non-profit and for profit ventures pursue the double bottom line of social impact and financial self-sustainability or profitability."
MacMillan (2005) (Wharton Center)	Process whereby the creation of new business enterprise leads to social wealth enhancement so that both society and the entrepreneur benefit.
Tan et al. (2005)	Making profits by innovation in the face of risk with the involvement of a segment of society and where all or part of the benefits accrue to that same segment of society.
Mair and Marti (2006a)	…a process of creating value by combining resources in new ways…intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs.
Peredo and McLean (2006)	Social entrepreneurship is exercised where some person or group….aim(s) at creating social value…shows a capacity to recognize and take advantage of opportunities…employ innovation…accept an above average degree of risk…and are unusually resourceful … in pursuing their social venture.
Martin and Osberg (2007)	Social entrepreneurship is the: 1) identification a stable yet unjust equilibrium which the excludes, marginalizes or causes suffering to a group which lacks the means to transform the equilibrium; 2) identification of an opportunity and developing a new social value proposition to challenge the equilibrium, and 3) forging a new, stable equilibrium to alleviate the suffering of the targeted group through imitation and creation of a stable ecosystem around the new equilibrium to ensure a better future for the group and society.

Source: (Zahra et al., 2009, Table 1)

Appendix 2: Definitions of authentic leaders and authentic leadership

Source	Definition
Rome and Rome (1967, p. 185)	"A hierarchical organization, in short, like an individual person, is 'authentic' to the extent that, throughout its leadership, it accepts finitude, uncertainty, and contingency; realizes its capacity for responsibility and choice; acknowledges guilt and errors; fulfills its creative managerial potential for flexible planning, growth, and charter or policy formation; and responsibly participates in the wider community."
Henderson and Hoy (1983, pp. 67–68)	"*Leadership authenticity* is therefore defined as the extent to which subordinates perceive their leader to demonstrate the acceptance of organizational and personal responsibility for actions, outcomes, and mistakes; to be non-manipulating of subordinates; and to exhibit salience of self over role. *Leadership inauthenticity* is defined as the extent to which subordinates perceive their leader to be 'passing the buck' and blaming others and circumstances for errors and outcomes; to be manipulative of subordinates; and to be demonstrating a salience of role over self."
Bhindi and Duignan (1997, p. 119)	"In this article the authors argue for authentic leadership based on: *authenticity*, which entails the discovery of the authentic self through meaningful relationships within organizational structures and processes that support core, significant values; *intentionality*, which implies visionary leadership that takes its energy and direction from the good intentions of current organizational members who put their intellects, hearts and souls into shaping a vision for the future; a renewed commitment to *spirituality*, which calls for the rediscovery of the spirit within each person and celebration of the shared meaning, with purpose of relationship; a *sensibility* to the feelings, aspirations and needs of others, with special reference to the multicultural settings in which many leaders operate in the light of the increasing globalizing trends in life and work."
Begley (2001, p. 353)	"Authentic leadership may be thought of as a metaphor for professionally effective, ethically sound, and consciously reflective practices in educational administration. This is leadership that is knowledge based, values informed, and skillfully executed."
George (2003, p. 12)	"Authentic leaders use their natural abilities, but they also recognize their shortcomings, and work hard to overcome them. They lead with purpose, meaning, and values. They build enduring relationships with people. Others follow them because they know where they stand. They are consistent and self-disciplined. When their principles are tested, they refuse to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth."
Luthans and Avolio (2003, p. 243)	"[W]e define authentic leadership in organizations as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development. The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical future-oriented, and gives priority to developing associates into leaders themselves. The authentic leader does not try to coerce or even rationally persuade associates, but rather the leader's authentic values, beliefs, and behaviors serve to model the development of associates."
Avolio, Luthans et al. (2004, p. 4) as cited in Avolio, Gardner et al. (2004, pp. 802, 803)	Authentic leaders are "those individuals who know who they are, what they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, resilient, and of high moral character."
Begley (2004, p. 5)	"Authentic leadership is a function of self-knowledge, sensitivity to the orientations of others, and a technical sophistication that leads to a synergy of leadership action."
Ilies et al. (2005, p. 374)	"Authentic leaders are deeply aware of their values and beliefs, they are self-confident, genuine, reliable and trustworthy, and they focus on building followers' strengths, broadening their thinking and creating a positive and engaging organizational context."
Shamir and Eilam (2005, p. 399)	"[O]ur definition of authentic leaders implies that authentic leaders can be distinguished from less authentic or inauthentic leaders by four self-related characteristics: 1) the degree of person role merger i.e. the salience of the leadership role in their self-concept, 2) the level of self-concept clarity and the extent to which this clarity centers around strongly held values and convictions, 3) the extent to which their goals are self-concordant, and 4) the degree to which their behavior is consistent with their self-concept."
George and Sims (2007, p. xxxi)	Authentic leaders are "genuine people who are true to themselves and to what they believe in. They engender trust and develop genuine connections with others. Because people trust them, they are able to motivate others to high levels of performance. Rather than letting the expectations of other people guide them, they are prepared to be their own person and go their own way. As they develop as authentic leaders, they are more concerned about serving others than they are about their own success or recognition."
Walumbwa et al. (2008, p. 94)	"[W]e define authentic leadership as a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development."
Whitehead (2009, p. 850)	"In this article, a definition of an authentic leader is adopted as one who: (1) is self-aware, humble, always seeking improvement, aware of those being led and looks out for the welfare of others; (2) fosters high degrees of trust by building an ethical and moral framework; and (3) is committed to organizational success within the construct of social values."

Source: (Gardner et al. 2011, Table 1)

Appendix 3: Informed Consent – Leader

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INFORMED CONSENT
LEADER

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PROJECT TITLE: UNDERSTANDING THE PERCEPTIONS OF LEADERSHIP IN SOCIAL ENTERPRISES

You have been selected to participate in a research study that is looking at the perceptions of leadership in social enterprises. Your role as a leader of an established social enterprise is the reason you have been selected. You have the choice to participate or not to participate in the research.

PURPOSE:
The understanding of the researcher from literature is that within social enterprises exists an environment that is full of complexity, mission conflicts and ethical dilemmas. Some authors argue that, business leaders need to stay focused on their mission and values and be courageous to deploy bold strategies to win in business, because traditional management methods are no longer sufficient to address the rapid changing environment. The purpose of this research then is to understand the perceptions of leadership in social enterprises from the perspective of the leader and his/her followers.

PROCEDURES:
The research will be carried out through face to face in depth interviews that will take 40 minutes to an hour to understand your perceptions on authentic leadership. Within each organisation identified, one leader and three or more employees of the same organisation will be interviewed separately. An audio recording of the interview will be taken for analysis by the researcher. After transcription of your interview, you will have the opportunity to review the transcription of your responses to ensure accuracy.

RISKS AND BENEFITS OF BEING IN THE STUDY:
Because the research design involves comparing the perceptions of authentic leadership of the line manager with their followers' responses, there are some risks of note for you as a leader. There is a risk of embarrassment due to knowledge of results of employee's perceptions that differ from your own. There is also a risk of painful self-reflection on your actions as some questions may be uncomfortable, but if you are uncomfortable at any stage in the interview you may choose to not to continue and your interview will not be reported. Another risk identified is one of privacy violations if the researcher does not store information correctly, and there is a breach in confidentiality. There is also a risk of interruption or harm to the relationship between you the leader and your followers due to tensions that may arise if knowledge of differing perceptions is revealed. To control for these risks, names of participants will not be reported for the purpose of this research and confidentiality will be observed as described below during all the phases of the research project.

The following research will add to the body of knowledge of research on authentic leadership and social entrepreneurship and may potentially assist business to understand authentic leadership from the perspective of social enterprises. However, it cannot be guaranteed that you will personally experience benefits from participating in this study, but others may benefit in the future from the information found in this research.

CONFIDENTIALITY:
Only the collated results of the study will be published as part of the required thesis submission for completion of an MBA with the University of Pretoria's Gordon Institute of Business Science. Your individual responses will be kept anonymous and confidential at all times. For the purpose of the study, no names shall be reported. All names whether company or individual will be coded to assure confidentiality and will be kept only so that verification of the transcripts may be attained from the

associated participant. Once the study is completed, all records containing identifications will be destroyed. The results of the research study may be published but your name will not be used and your results will be maintained in confidence.

To further protect confidentiality of the collected data all paper research records shall be stored in locked storage by the researcher and all computerised records including recordings of interviews shall be stored with security codes to prevent access by unauthorised persons to ensure that your privacy is protected at all times.

VOLUNTARY PARTICIPATION AND WITHDRAWAL:
Your participation in this study is voluntary, and you have the right not to participate at all or to withdraw from the process at any time. Deciding not to participate or choosing to leave the study will not result in any penalty and it will not harm your relationship with the researcher or the university that the research is done under. Your responses as a participation are however, valuable to the researcher and your assistance would be greatly appreciated.

CONTACT INFORMATION:
If you have any questions or would like to provide additional information, please call Joyce Ngwira on 0827283622 or email joyngwira2020@yahoo.co.uk.

The researcher will give you a copy of this form to keep.

STATEMENT OF CONSENT:

I have read the above provided information and I feel I understand the study well enough to make a decision about my involvement. By signing below, I am agreeing to the terms described above.

Printed Name of Participant _____

Date of consent_____

Participant's Signature_____

Researcher's Signature_____

Appendix 4: Informed Consent – Follower

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INFORMED CONSENT
FOLLOWER

</div>

PROJECT TITLE: UNDERSTANDING THE PERCEPTIONS OF LEADERSHIP IN SOCIAL ENTERPRISES

You have been selected to participate in a research study that is looking at the perceptions of leadership in social enterprises. Your role as an employee of an established social enterprise is the reason you have been selected. You have the choice to participate or not to participate in the research.

PURPOSE:
The understanding of the researcher from literature is that within social enterprises exists an environment that is full of complexity, mission conflicts and ethical dilemmas. Some authors argue that, business leaders need to stay focused on their mission and values and be courageous to deploy bold strategies to win in business, because traditional management methods are no longer sufficient to address the rapid changing environment. The purpose of this research then is to understand the perceptions of authentic leadership in social enterprises from the perspective of the leader and his/her followers.

PROCEDURES:
The research will be carried out through face to face in depth interviews that will take 40 minutes to an hour to understand your perceptions on authentic leadership. Within each organisation identified, one leader and three or more employees of the same organisation will be interviewed separately. An audio recording of the interview will be taken for analysis by the researcher. After transcription of your interview, you will have the opportunity to review the transcription of your responses to ensure accuracy.

RISKS AND BENEFITS OF BEING IN THE STUDY:
Due to the fact that the research design involves comparing the perceptions of authentic leadership of the line manager with their followers' responses, there are some risks of note for you as a follower/employee. Since only a few employees will be requested to participate who will be nominated by the leader, it will be easy for the leader to infer who has and has not participated from the reported number of actual interviews done, which may harm your relationship with the leader who is your employer. There is also a risk of interruption or harm to the relationship between you and the leader due to tensions that may arise if knowledge of differing perceptions is revealed. You may feel discomfort answering some questions about your leader, if this discomfort becomes too much you can chose to discontinue the interview and your results will not be included in the research. Another risk identified is one of privacy violations if the researcher does not store information correctly and there is a breach in confidentiality. To control for these risks, names of participants will not be reported for the purpose of this research and confidentiality will be observed as described below during all the phases of the research project.

The following research will add to the body of knowledge of research on authentic leadership and social entrepreneurship and may potentially assist business to understand authentic leadership from the perspective of social enterprises. However, it cannot be guaranteed that you will personally experience benefits from participating in this study, but others may benefit in the future from the information found in this research.

CONFIDENTIALITY:
Only the collated results of the study will be published as part of the required thesis submission for completion of an MBA with the University of Pretoria's Gordon Institute of Business Science. Your individual responses will be kept anonymous and confidential at all times. For the purpose of the study, no names shall be reported. All names whether company or individual will be coded to assure confidentiality and will be kept only so that verification of the transcripts may be attained from the associated participant. Once the study is completed, all records containing identifications will be destroyed. The results of the research study may be published but your name will not be used and your results will be maintained in confidence.

To further protect confidentiality of the collected data all paper research records shall be stored in locked storage by the researcher and all computerised records including recordings of interviews shall be stored with security codes to prevent access by unauthorised persons to ensure that your privacy is protected at all times.

VOLUNTARY PARTICIPATION AND WITHDRAWAL:
Your participation in this study is voluntary, and you have the right not to participate at all or to withdraw from the process at any time. Deciding not to participate or choosing to leave the study will not result in any penalty and it will not harm your relationship with the researcher or the university that the research is done under. Your responses as a participation are however, valuable to the researcher and your assistance would be greatly appreciated.

CONTACT INFORMATION:

If you have any questions or would like to provide additional information, please call Joyce Ngwira on 0827283622 or email joyngwira2020@yahoo.co.uk.

The researcher will give you a copy of this form to keep.

STATEMENT OF CONSENT:
I have read the above provided information and I feel I understand the study well enough to make a decision about my involvement. By signing below, I am agreeing to the terms described above.

Printed Name of Participant _____

Date of consent_____

Participant's Signature_____

Researcher's Signature_____

Appendix 5: Interview Schedule – Leaders of Social Enterprises

LEADERSHIP IN SOCIAL ENTERPRISES
Draft Interview Schedule
Leaders of Social Enterprises
June 2018

1. INTRODUCTION

- Introduce self

My name is Joyce Ngwira and I am currently pursuing an MBA with Gordon Institute of Business. I am a Civil Engineer by profession and have recently left a 10-year tenure with Mota-Engil Africa a Portuguese multinational engineering and construction firm where my last position was their head of Marketing, Communications and Sustainability manager for Africa. Having worked in development for so long but from the private aspect, I have always had interest in how development can be sustainable. This led to the interest of Social Enterprises and subsequently this research project.

- Provide purpose of study and explain method of data collection and analysis

My understanding of social enterprises from literature is that it is an environment that is full of complexity, mission conflicts and ethical dilemmas. Some authors argue that, business leaders need to stay focused on their mission and values and be courageous to deploy bold strategies to win in business, because traditional management methods are no longer sufficient to address the rapid changing environment. They posit that authentic leadership is what is needed. The purpose of this research then is to understand the perceptions of authentic leadership in social enterprises from the perspective of the leader and his/her followers.

- Inform participant of consent, confidentiality and anonymity
- Inform of estimated completion time and benefits to respondent

2. YOU AS A SOCIAL ENTREPRENEUR

Tell me about yourself.
- Family background, history

- Education, work experience

- Tell me about your values and morals?

- What kind of person are you?

- What kind of person do you think other see you as?

- What drives and motivates you?

- What motivated or inspired the start of the company?

  - Source and definition of opportunity.

  - Local social need

  - Providing goods and services that government and other businesses cant

  - Creating a new social system to replace existing ones that are not working.

- Tell me about the mission and vision of the organisation.

3. YOU AS A LEADER

Tell me about what kind of leader you are.

- What kind of leader do you think others see you as?

- Tell me about some of your personal experiences.

- Tell me about how your personal experiences have shaped you as a leader.

Tell me about your relationships within the company and outside the company

- Sharing of Thoughts, Emotions, Needs, Preferences, beliefs

- Promote follower autonomy

- Hiding hard truths

- How do you provide work related feedback to your followers?

Tell me about how you would react if one of your employees were showing potential to one-day take over your job.

- Threatened

- Protect fragile egos

What is your understanding of the concept of authentic leadership?

4. SELF-AWARENESS

Tell me about your emotions, values and beliefs. Tell me about your strengths and weaknesses

- How do you derive meaning from the world?

- Do you accurately describe how others view your capabilities?
- Do you know when it is time to re-evaluate your position on important issues?
- Do you show that you understand how specific actions impact others?

5. BALANCED PROCESSING

Tell me about how you handle opposing views when having to make a decision.
- Do you solicit views from others that challenge your deeply held positions?
- Do you analyse relevant data before coming to a decision?
- Do you listen carefully to different points of view before coming to conclusions?

6. RELATIONAL TRANSPARENCY

Tell me about how you manage personal relationships both within the organisation and outside of the organisation.
- Do you say exactly what you mean?
- Do you admit mistakes when they are made?
- Do you encourage everyone to speak his or her mind?
- Do you tell the hard truth?
- Do you display emotions exactly in line with your feelings?
- Do you seek feedback to improve interactions with others?

7. AN INTERNALISED MORAL PERSPECTIVE

Tell me about your decision making process.
- What do you do when the actions required are not consistent with your beliefs?
- Decisions based on your core values
- Do you ask others to take positions that support their core values?
- Do you make difficult decisions based on high standards of ethical conduct?

Any other comments? Anything not asked?

Contact information:
Email: joyngwira2020@yahoo.co.uk
Cell: 0827283622

Subsequent Contact: Please note that if there will be need to clarify information or ask additional questions, there may be a follow-up communication.

Appendix 6: Interview Schedule – Employees of Social Enterprises

LEADERSHIP IN SOCIAL ENTERPRISES

Draft Interview Schedule

Employees of Social Enterprises

June 2018

1. INTRODUCTION

- Introduce self

My name is Joyce Ngwira and I am currently pursuing an MBA with Gordon Institute of Business. I am a Civil Engineer by profession and have recently left a 10-year tenure with Mota-Engil Africa a Portuguese multinational engineering and construction firm where my last position was their head of Marketing, Communications and Sustainability manager for Africa. Having worked in development for so long but from the private aspect, I have always had interest in how development can be sustainable. This led to the interest of Social Enterprises and subsequently this research project.

- Provide purpose of study and explain method of data collection and analysis

My understanding of social enterprises from literature is that it is an environment that is full of complexity, mission conflicts and ethical dilemmas. Some authors argue that, business leaders need to stay focused on their mission and values and be courageous to deploy bold strategies to win in business, because traditional management methods are no longer sufficient to address the rapid changing environment. They posit that authentic leadership is what is needed. The purpose of this research then is to understand the perceptions of authentic leadership in social enterprises from the perspective of the leader and his/her followers.

- Inform participant of consent, confidentiality and anonymity
- Inform of estimated completion time and benefits to respondent

2. YOU AS AN EMPLOYEE OF A SOCIAL ENTERPRISE

Tell me about yourself.

- Family background, history

- Education, work experience

- Tell me about what motivates you within the organisation.

- Tell me about how you deal with negative feedback.

3. YOUR PERCEPTION OF YOUR LEADER

Tell me about what kind of leader you think your boss is.

- What kind of leader do you think he sees himself as?

What kind of relationships does your leader have within the company and outside the company?

- Sharing of Thoughts, Emotions, Needs, Preferences, beliefs

- Promote follower autonomy

- Hiding hard truths

- How does your leader provide work related feedback to you and other employees?

From your experience, how do you think your leader feels or deals when one of the employees shows potential to one-day take over the leader's job?

- Threatened

- Protect fragile egos

What is your understanding of the concept of authentic leadership?

4. LEADER'S SELF-AWARENESS

Tell me about your leader's emotions, values and beliefs. Tell me about your leader's strengths and weaknesses from what you see.

- What capabilities does your leader have?

- Does your leader know when it is time to re-evaluate his position on important issues?

- Does your leader show he or she understands how specific actions impact others?

5. LEADER'S BALANCED PROCESSING

Tell me about how you handle opposing views when having to make a decision.

- Does your leader solicit views that challenge his or her deeply held positions?

- Does your leader analyse relevant data before coming to a decision?

- Does your leader listen carefully to different points of view before coming to conclusions?

6. LEADER'S RELATIONAL TRANSPARENCY

How does your leader manage personal relationships both within the organisation and outside of the organisation?

- Does your leader say exactly what he or she means?
- Does your leader admit mistakes when they are made?
- Does your leader encourage everyone to speak his or her mind?
- Does your leader tell you the hard truth?
- Does your leader display emotions exactly in line with his or her feelings?
- Does your leader seek feedback to improve interactions with others?

7. LEADER'S INTERNALISED MORAL PERSPECTIVE

Tell me about your leader's decision-making process.

- What does your leader do when the actions required are not consistent with his beliefs?
- Are his decisions based on his core values
- Does your leader ask you to take positions that support your core values?
- Does your leader make difficult decisions based on high standards of ethical conduct?

Any other comments? Anything not asked?

Contact information:
Email: joyngwira2020@yahoo.co.uk
Cell: 0827283622

Subsequent Contact: Please note that if there will be need to clarify information or ask additional questions, there may be a follow-up communication.

Appendix 7: Ethics Clearance

05 July 2018

Ngwira Joyce

Dear Joyce

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

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

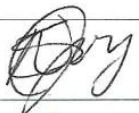*We wish you everything of the best for the rest of the project.*

Kind Regards

GIBS MBA Research Ethical Clearance Committee

Appendix 8: Copyright Declaration

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

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
Denkleiers • Leading Minds • Dikgopolo tša Dihlalefi

COPYRIGHT DECLARATION

Student details			
Surname:	NGWIRA	Initials:	J
Student number:	17393486		
Email:	Joyngwira2020 @ yahoo.co.uk		
Phone:	0827 283622		

Qualification details			
Degree:	MBA	Year completed:	2018
Title of research	Understanding the perceptions of authentic leadership in social enterprises.		
Supervisor:	Kerrin Myres		
Supervisor email:	myresk @ gibs.co.za		

Access

Please select

A.

	My research is not confidential and may be made available in the GIBS Information Centre and on UPSpace.

I give permission to display my email address on the UPSpace website

Yes	✓	No	

B.

	My research is confidential and may **NOT** be made available in the GIBS Information Centre nor on UPSpace.

Please indicate embargo period requested

Two years	.	Please attach a letter of motivation to substantiate your request. Without a letter embargo will not be granted.
Permanent		Permission from the Vice-Principal: Research and Postgraduate Studies at UP is required for permanent embargo. Please attach a copy permission letter. Without a letter permanent embargo will not be granted.

Copyright declaration

I hereby declare that I have not used unethical research practices nor gained material dishonesty in this electronic version of my research submitted. Where appropriate, written permission statement(s) were obtained from the owner(s) of third-party copyrighted matter included in my research, allowing distribution as specified below.

I hereby assign, transfer and make over to the University of Pretoria my rights of copyright in the submitted work to the extent that it has not already been affected in terms of the contract I entered into at registration. I understand that all rights with regard to the intellectual property of my research, vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.

Signature:		Date:	5/11/2018
Supervisor signature:		Date:	5-11-2018

2018 ver.

Appendix 9: Certificate of Additional Support

21.   APPENDIX 5   CERTIFICATION OF ADDITIONAL SUPPORT

(Additional support retained or not - to be **completed by all students**)

Please note that failure to comply and report on this honestly will result in disciplinary action

I hereby certify that (please indicate which statement applies):

- *I DID NOT RECEIVE any additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report:* ....

- *I RECEIVED additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report* understanding the perceptions of authentic leadership in social enterprises.

If any additional services were retained– *please indicate below which:*

☐   *Statistician*

☐   *Coding (quantitative and qualitative)*

☑   *Transcriber*

☐   *Editor*

Please provide the name(s) and contact details of all retained:

NAME: NITHIN ISAAC

EMAIL ADDRESS: nithinisaac6@gmail.com

CONTACT NUMBER: 084 560 4435

TYPE OF SERVICE: Transcriber

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NAME: ....

EMAIL ADDRESS: ....

CONTACT NUMBER: ....

TYPE OF SERVICE: ....

NAME: ....

EMAIL ADDRESS: ....

CONTACT NUMBER: ....

TYPE OF SERVICE: ....

I hereby declare that all *interpretations (statistical and/or thematic) arising from the analysis; and write-up of the results for* **my study was completed by myself without outside assistance**

NAME OF STUDENT: JOYCE NGWIRA

SIGNATURE: *Joy*

STUDENT NUMBER: 17393486

STUDENT EMAIL ADDRESS: Joyngwira2020@yahoo.co.uk.

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Appendix 10: Authorisation from the ALQ developer to use the questionnaire

Authentic Leadership Questionnaire Research Permission

Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa

Prepared on May 4, 2018 for:

Joyce Ngwira

You completed your evaluation at 7:48 am EDT on April 30, 2018.

Joyce Ngwira

Authentic Leadership Questionnaire Research Permission

Bruce J. Avolio, William L. Gardner, & Fred O. Walumbwa

Introduction: The Authentic Leadership Questionnaire (ALQ) has undergone preliminary validation efforts to demonstrate that it is both reliable and construct valid. Permission to use the ALQ free of charge and for a limited period is provided for research purposes only. This document contains:

Conditions of Use for the Authentic Leadership Questionnaire - Use of the Authentic Leadership Questionnaire is subject to the conditions outlined in this section.

Abstract of Research Project - A brief description of your research project.

Authentic Leadership Questionnaire - The form itself (rater and self) and instructions for calculating scale scores.

Translation of the ALQ - You have requested one of our available translations. Mind Garden distributed translations are of varying quality. Many are translated by researchers. Some translations are translated and then back-translated to check the quality, while others have not been back-translated. We typically do not know the dialect of the translation. We also do not have validation data on the translation. Some translations do not include all of the items that are on the English form; sometimes a scale or scales are missing on the translation. You will receive what we have with no warranty or assurance of quality or dialect. Basically, we try to provide you with what is available to facilitate your work.

Permission to Reproduce Sample Items - You cannot include an entire instrument in your thesis or dissertation, however you can use up to three sample items. Academic committees understand the requirements of copyright and are satisfied with sample items for appendices and tables. For customers needing permission to reproduce three sample items in a proposal, thesis, or dissertation this section includes the permission form and reference information needed to satisfy the requirements of an academic committee.

All Other Special Reproduction: For any other special purposes requiring permissions for reproduction of this instrument, please review the information at http://www.mindgarden.com/copyright.htm or contact us at info@mindgarden.com.

Conditions of Use for the ALQ

Before conducting your research:

1) You will submit the Research Permission for the Authentic Leadership Questionnaire form.

2) While filling out the Research Permission for the Authentic Leadership Questionnaire form you will need to provide additional information and agree to additional conditions if...

... you are planning to administer the ALQ online using a survey company other than Mind Garden.

... you are planning to translate the ALQ.

... you are planning to alter the ALQ.

3) You will electronically sign an agreement that you understand and agree to comply with the conditions of use. This agreement is at the end of the Research Permission for the Authentic Leadership Questionnaire form.

Note: This pdf is documentation that you have successfully fulfilled these three conditions.

While conducting your research:

1) You will only use the ALQ for non-commercial, unsupported research purposes. Non-commercial research purposes means that you will not now or in the future directly or indirectly use the content for profit-seeking or other financial or commercial motivations but rather will use the content solely to further research that is purely academic or public-good driven. Your license to the content is personal to you and is solely for such non-commercial research purposes.

2) You will use the ALQ in its exact form without any changes to the instructions, rating scale/anchors, or order of items. All of the items listed in the survey must be used. (If you have indicated on your Research Permission for the Authentic Leadership Questionnaire form that you plan to alter the ALQ and provided details on the proposed alterations and the rationale behind those alterations, then you may ignore this condition).

3) You will use the ALQ for only the specific study that has been requested. Contact Mind Garden if you would like to use the ALQ for a different study.

4) You will not provide the ALQ to any other researchers. They must submit their own Research Permission for the Authentic Leadership Questionnaire form for permission.

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Joyce Ngwira

Abstract of Research Project

Permission to use the ALQ is for the following research project:

Project title:
Authentic leadership in social enterprises

Research focus:
The aim of this research is gain an understanding of whether authentic leadership exists in social enterprises. Further to this the research aims to understand whether the perception of the leader about his authenticity is aligned with his followers. Finely the research aims to understand if the dual mission of social enterprises and their hybrid nature prevents the leaders from being authentic or true to both missions.

Key hypotheses:
What is the actual state of authentic leadership in social enterprises? How do authentic leaders affect the commitment of followers in social enterprises? Why authentic leadership improves leaders performance in social enterprises?

Sample characteristics:
Leaders and employees of mature social enterprises

Research method:
Qualitative research.

Organizational characteristics:
Social Enterprises are hybrid organisations with both a social impact mission and a profit-making mission.

Organization domain:
Other (write below)

Other domain:
multiple types of social enterprises. Aiming for a sample of 4 to 5 social enterprises in different business areas.

Country/Countries:
South Africa

I will be conducting this study in English:
Yes

Language:
English

You requested permission to reproduce the number of copies of the ALQ stated below. The copyright holder has agreed to grant a license to reproduce this number of copies of the ALQ within one year of the date listed on the cover page of this document.

Exact number of reproductions being requested for this research project: 50

You agreed to all the conditions of use outlined in this document by electronically signing the Research Permission for the Authentic Leadership Questionnaire form.

Electronic signature: Joyce Ngwira
Date of signature: 4/30/2018

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Joyce Ngwira

Authentic Leadership Questionnaire (ALQ Version 1.0 **Self**)

Bruce J. Avolio, Ph.D.

Name: _____   Date: _____

Organization ID #: _____   Person ID #: _____

Instructions: The following survey items refer to your leadership style, as you perceive it. **Please judge how frequently each statement fits your leadership style using the following scale:**

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

As a leader I...

1.	say exactly what I mean	0 1 2 3 4
2.	admit mistakes when they are made	0 1 2 3 4
3.	encourage everyone to speak their mind	0 1 2 3 4
4.	tell you the hard truth	0 1 2 3 4
5.	display emotions exactly in line with feelings	0 1 2 3 4
6.	demonstrate beliefs that are consistent with actions	0 1 2 3 4
7.	make decisions based on my core values	0 1 2 3 4
8.	ask you to take positions that support your core values	0 1 2 3 4
9.	make difficult decisions based on high standards of ethical conduct	0 1 2 3 4
10.	solicit views that challenge my deeply held positions	0 1 2 3 4
11.	analyze relevant data before coming to a decision	0 1 2 3 4
12.	listen carefully to different points of view before coming to conclusions	0 1 2 3 4
13.	seek feedback to improve interactions with others	0 1 2 3 4
14.	accurately describe how others view my capabilities	0 1 2 3 4
15.	know when it is time to reevaluate my position on important issues	0 1 2 3 4
16.	show I understand how specific actions impact others	0 1 2 3 4

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Joyce Ngwira

Authentic Leadership Questionnaire (ALQ Version 1.0 **Rater**)

Bruce J. Avolio, Ph.D.

Name: _____ Date: _____

Organization ID #: _____ Person ID #: _____

Instructions: The following survey items refer to your leader's style, as you perceive it. **Judge how frequently each statement fits his or her leadership style using the following scale:**

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

My Leader:

1.	says exactly what he or she means	0 1 2 3 4
2.	admits mistakes when they are made	0 1 2 3 4
3.	encourages everyone to speak their mind	0 1 2 3 4
4.	tells you the hard truth	0 1 2 3 4
5.	displays emotions exactly in line with feelings	0 1 2 3 4
6.	demonstrates beliefs that are consistent with actions	0 1 2 3 4
7.	makes decisions based on his or her core values	0 1 2 3 4
8.	asks you to take positions that support your core values	0 1 2 3 4
9.	makes difficult decisions based on high standards of ethical conduct	0 1 2 3 4
10.	solicits views that challenge his or her deeply held positions	0 1 2 3 4
11.	analyzes relevant data before coming to a decision	0 1 2 3 4
12.	listens carefully to different points of view before coming to conclusions	0 1 2 3 4
13.	seeks feedback to improve interactions with others	0 1 2 3 4
14.	accurately describes how others view his or her capabilities	0 1 2 3 4
15.	knows when it is time to reevaluate his or her position on important issues	0 1 2 3 4
16.	shows he or she understands how specific actions impact others	0 1 2 3 4

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Authentic Leadership Questionnaire Scales:

Each scale consists of these item numbers. Average the item value to get the raw score for the scale.

Transparency: 1, 2, 3, 4 & 5

Moral/Ethical: 6, 7, 8 & 9

Balanced Processing: 10, 11 & 12

Self Awareness: 13, 14, 15 & 16

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Authentic Leadership Questionnaire (ALQ Version 1 **Rater**)
English for UK Translation

Leader Name: _____ Date: _____

Organization ID #: _____ Person ID #: _____

Instructions: The following survey items refer to your leader's style, as you perceive it. **Judge how frequently each statement fits his or her leadership style using the following scale:**

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

1.	My immediate boss says exactly what he or she means.	0 1 2 3 4
2.	My immediate boss admits mistakes when they are made.	0 1 2 3 4
3.	My immediate boss encourages everyone to speak their mind.	0 1 2 3 4
4.	My immediate boss tells me the hard truth.	0 1 2 3 4
5.	My immediate boss displays emotions exactly in line with feelings.	0 1 2 3 4
6.	My immediate boss demonstrates beliefs that are consistent with actions.	0 1 2 3 4
7.	My immediate boss makes decisions based on his or her core values.	0 1 2 3 4
8.	My immediate boss asks me to take positions that support my core values.	0 1 2 3 4
9.	My immediate boss makes difficult decisions based on high standards of ethical conduct.	0 1 2 3 4
10.	My immediate boss solicits views that challenge his or her deeply held positions.	0 1 2 3 4
11.	My immediate boss analyses relevant data before coming to a decision.	0 1 2 3 4
12	My immediate boss listens carefully to different points of view before coming to conclusions.	0 1 2 3 4
13.	My immediate boss seeks feedback to improve interactions with others.	0 1 2 3 4
14.	My immediate boss accurately describes how others view his or her capabilities.	0 1 2 3 4
15.	My immediate boss knows when it is time to reevaluate his or her positions on important issues.	0 1 2 3 4
16.	My immediate boss shows he or she understands how specific actions impact others.	0 1 2 3 4

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Joyce Ngwira

mind garden

To whom it may concern,

This letter is to grant permission for Joyce Ngwira to use the following copyright material for his/her research:

Instrument: *Authentic Leadership Questionnaire (ALQ)*

Authors: *Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa*

Copyright: *2007 by Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa*

Three sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

Mind Garden, Inc.
www.mindgarden.com

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