From barricades to boardroom: transition from struggle leadership to government and business

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ABSTRACT

South African business has seen a growing number of business leaders whose leadership capabilities were initially demonstrated in the political struggle against apartheid, later transition to leadership in the public sector, before venturing into business.

The purpose of this research was to explore the mobility of leadership competencies which the studied leaders possess. This entailed an examination into how their leadership capabilities and political convictions developed or changed as they moved between the different spheres, how they influence the companies they lead, and finally what impact did moving between the political, public and private spheres have on the researched leaders themselves.

Semi-structured interviews based on open-ended questions were conducted in order to gain insight into the respondents' leadership aptitudes. This was validated by a quantitative measure of each skill's importance in delivering objectives in each sector.

The findings were as follows:

- The researched leaders possess similar skills to those which are critical in delivering on company values, as suggested by the literature.

- Some skills which might have been developed in the struggle are valuable to industry and can be transferred between both the private sector and the public sector.

- Their personal values, rather than a political ideology, guided the researched leaders' behaviour.

- The impact of moving between the spheres was seen to have a negative effect on the respondents due to different demands based on flexibility versus control, and internal focus versus external focus (as demonstrated by the Competing Values Framework of Leadership Roles).

DECLARATION

I declare that this research project is my own, unaided work. It is submitted in partial fulfilment of the requirements of the degree of Master of Business Administration for the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university.

……………………………………….   Date: 13 November 2008

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1.1. RESEARCH TITLE

From barricades to boardroom: transition from struggle leadership to government and business.

1.2. INTRODUCTION

South Africa has seen an exodus of politicians venturing into upper echelons of business. The paradox is that during the struggle against apartheid, the studied business leaders were fighting against the government. Soon after the 1994 elections, some of the political struggle leaders became administrators in the new government, crafting policies which amongst others, regulated how business in South Africa should conduct its affairs by taking cognisance of the country's social ills.

Many new black business people were activists during the struggle against apartheid, holding leadership positions in organisations such as the African National Congress (ANC) or the union movement (Hill and Farkas, 2006).

The long list of politicians turned business leaders prominently include Cyril Ramaphosa, Tokyo Sexwale, Cheryl Carolus, Maria Ramos, Mzi Khumalo,

Wendy Luhabe, Bridget Radebe, Jay Naidoo, Maecel Goldings, Valli Moosa, Popo Molefe, Saths Cooper, etc.

"In South Africa, the connections between government and business are particularly close. There's a growing list of people for whom a stint in government has been a stepping stone to megabucks in the private sector" (Sunday times 31 October 2006). Is this the true motive?

1.3. RESEARCH SCOPE

The scope of this research will be limited to South African people who played a leadership role as a political activist during the struggle against apartheid, and either transitioned to a political leadership role in government structures post -1994 elections before departing to business, or moved from a political struggle leadership role straight to business leadership. The person should be currently holding a top leadership position in a South African business organisation.

Such a political activist leadership role pre-1994 could either have been demonstrated in exile, during political detention in prisons like Robben Island or within the country in political organisations, which include unions and student movements.

1.4. RESEARCH PROBLEM

The Sunday Times (31 May 2008) published an article which reflected that some political leaders who were heroes of the struggle and champions of the poor have moved to business. Their competency profile and ideology will be studied with a purpose of establishing the value they add in business and how changing between these spheres impacted on them.

Randall (1996) argues that such leaders have no skill to offer business except political capital, i.e. the exploitation of their race or the manipulation of their influence and contacts to secure business that now carries a black empowerment proviso. Hill and Farkas (2006) and Buntman and Huang (2000) present a contrary view to Randall (1996).These authors acclaim their superior leadership, negotiation, and organising skills learned in the anti-apartheid movement, and they argue that these skills can be engaged to complete successful deals and mobilise employees.

This research aims to examine their leadership competency profiles, and to establish theory and leadership models which elucidate the mobility of their profiles. The endeavour is also to establish whether their personality, interaction and leadership is different when contrasted with the leadership competencies of effective CEO's, as depicted in the literature.

It can also be argued that the political struggle era was dominated by communist ideological thinking, while the public sector realm has socialist thinking prominence. The businesses that these leaders are currently running are principled around capitalism. Looking at this paradox, the inquisitive researcher would be interested in understanding what ideology these leaders currently subscribe to, and how their previous political ideologies shape their current thinking and behaviour, and how does this transcend to the capitalist dominated corporate environment?

This should eventually establish the value that their ideological orientation and political training add to the corporations they now lead, and its relevance in the current South Africa. It is believed that some of the value comes at a cost for both the corporations and the researched business leaders. This work intends validating and identifying that cost.

The major research questions are thus as follows:

1. What leadership ideology and competency profile do corporate leaders who were political activists and public sector administrators possess?
2. What impact do their leadership ideology and competency profile have on the companies they lead?
3. What impact has moving between the two spheres had on them, as individuals?

1.5. PURPOSE OF THE STUDY

The purpose of this study is to determine what happens when a leader moves from the political realm into business.

This paper proposes to do a biographical and historic analysis of politicians who were active in the struggle against apartheid, and who are now leaders in business organisations. This study aims to shed light on the transferability of leadership capabilities between the political realm and the business sphere.

The outcome of the research will add value to the leadership and management body of knowledge by providing a deeper understanding of the profiles of politically influenced business leaders.

Leadership strengths and weaknesses can be used for the business leader's development and support. This encompassing approach to describe effective leaders can contribute to the body of leadership knowledge and serve as a model for silent, imperceptible development of future leaders (Von Krosigt, 2006).advance

Thach and Thompson (2007) also argue that if there are noticeable differences between leadership styles, behaviours, and competencies in relation to driving performance between public and private organisational

leaders, the knowledge of these differences can provide guidance for

leadership development programs in each sector.

CHAPTER 2: **LITERATURE REVIEW**

2.1 WHAT IS LEADERSHIP?

Hogan and Kaiser (2005) make a submission that most studies define leadership in terms of emergence, i.e. the individual in a group of strangers who exerts the most influence. They also define leadership in terms of the rating of an individual leader by more senior leaders. The authors add that although very few studies use indices of group performance as the criterion for leadership, this is the most appropriate way to define and evaluate leadership.

People who are leaders will be role models by setting the example for their colleagues. Parry (2005) call this 'idealised' leadership. This can be achieved by clarifying their own personal values through stories, language, actions and by celebrating small wins throughout the change process. They will display integrity at all times (Parry 2005)

- Early leadership writers like (Stogdill (1950), Richards and Engle (1986) suggested that leadership refers to:-
- The traits, behaviour, influence, interaction patterns, role relationships and occupation of an administrative position (http //en.wikipedia.org, 2008)

- Articulating visions, embodying values and creating environment for the things that can be accomplished. (Richards & Engle1986)

- Those entities that perform one or more acts of leading.

- The ability to affect human behaviour so as to accomplish a mission.

- Influencing a group of people to move towards its goal setting or goal achievement. (Stogdill 1950)

2.2 LEADERSHIP COMPETENCIES

Leadership competencies an underlying characteristic of an individual that is causally related to effective and/or superior performance in a job or situation (Spencer and Spencer, 1993)

Leadership competencies are a set of skills, attributes and behaviors that are directly related to successful and effective performance on the job by the leaders (Sanchez, 2002)

Hogan and Kaiser (2005) present a domain model of competencies which is divided into the intrapersonal, interpersonal, business and leadership domains.

- The Intrapersonal Domain - internalised standards of performance; the ability to control emotions and behaviour. Competencies include, courage and willingness to take a stand; career ambition and perseverance; integrity, ethics, and values; core self esteem and

emotional stability; patience; tolerance of ambiguity (Hogan and
Kaiser 2005).

- The Interpersonal Domain: social skills – role taking and role playing
  ability – a talent for building and maintaining relationships.
  Competencies include political *savoir faire*; peer and boss relations;
  self-presentation and impression management; listening and
  negotiating; oral and written communications; customer focus;
  approachability (Hogan and Kaiser 2005).

- The Business Domain: the abilities and technical knowledge needed
  to plan, budget, coordinate, and monitor organisational activity.
  Competencies include business acumen; quality decision making;
  intellectual horsepower; functional/technical skills; organising ability;
  priority setting; developing an effective business strategy (Hogan and
  Kaiser 2005).

- The Leadership Domain: influence and team building skills.
  Competencies include providing direction, support, and standards for
  accomplishment; communicating a compelling vision; caring about,
  developing, and challenging direct reports; hiring and staffing
  strategically; motivating others; building effective teams (Hogan and
  Kaiser 2005).

Thach and Thompson (2006) refer leadership competencies to include integrity/honesty, developing others, technical competence, communication, diversity consciousness, political savvy, strategic/visionary thinking, customer focus, interpersonal skills, business skills, team leadership, results-orientation, change management, problem-solving, decision-making, influence skills, and conflict management.

Authors use different terms to describe leadership competencies but the meaning is similar. Horey and Fallesen (2003) describe leadership competence to include values (principles, integrity), cognitive skills (inquiring, thinking), interpersonal skills (caring, enthusiastic, communicating), diversity components (tolerance, respect, empathy), and change orientation (open-minded, risk taking).

The definition of leadership is no longer characterised as autocratic, democratic, and "free reign". Within progressive organisations, leadership has been redefined to incorporate integrity, reliability, collaboration, trust, and empathy (Littlefield, 2004).

Von Krosigk (2006) categorises the leadership competencies as "hard" and "soft" skills. The hard skills are presented as thinking strategically, establishing direction, leading change and driving value creation. The soft skills are listed as engaging others, inspiring others and emotional sensitivity to cultural differences.

Snipes and Becker (2008) concur with some competencies as mentioned by Von Krosigk (2006). Their list includes, setting strategy/direction, engaging talent to boost productivity, operating efficiently and effectively and generating revenue through a market focus.

2.3 WHAT LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE DO CORPORATE LEADERS WHO WERE POLITICAL ACTIVISTS AND OR PUBLIC SECTOR ADMINISTRATORS POSSESS?

The pursuit of this paper is to understand the leadership competency profile of business leaders who held leadership roles in the government and/or political struggle arena, and to establish the theory or model which elucidates their profile. Overall, there has been little research that compares leadership factors and skills relevant to business, public, and non-profit organisations (Thach and Thompson, 2006).

According to Dubrin (2004), leadership characteristics can be best understood by examining the key variables which are depicted in Figure 1 below. These include a leader's characteristics and traits, a leader's behaviour and style, group member characteristics and the internal and external environment.

Figure 1: A framework for understanding leadership Dubrin (2004)
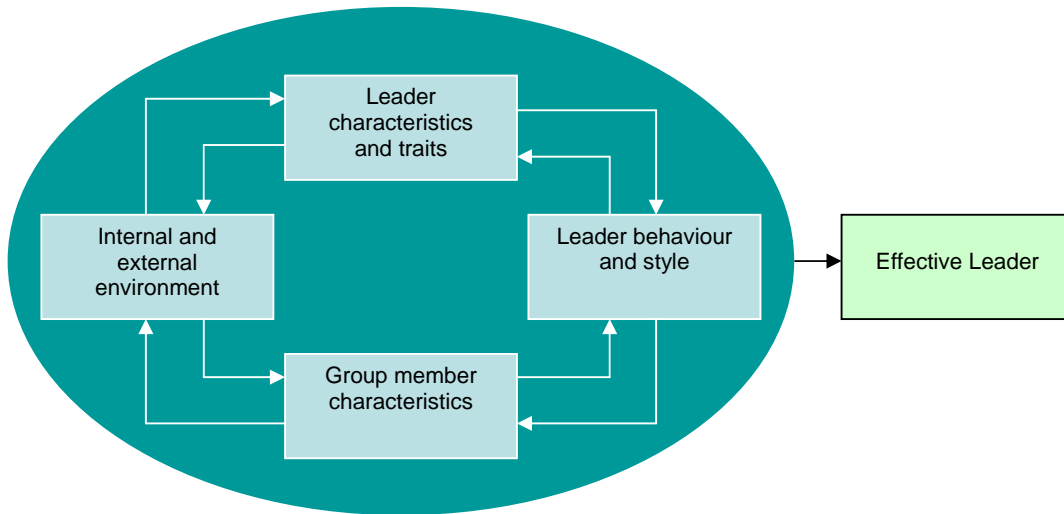
The leadership process is the function of the leader, group members and other situational variables (Dubrin, 2004).

It is envisaged that the above characteristics will emerge in the findings of this report, especially when the researched leaders are studied. A behaviour noted during both the political activist era and public administration phase was the ability of the leaders to articulate a steadfast vision and risk arrest, rejection and ridicule as long as the leader is aligned to his followers. It seems that the more non-conformist the approach was, the more appealing it was to the followers.

The above is indicative of a level 5 transformational leader, which according to Collins (2005), have ambition not for themselves, but the company they lead. The level 5 leader is believed to have all the capabilities of the lower

levels but do not to have to go through each level sequentially to reach level

5. The five levels, according to Collins (2005) are:

   1. Highly capable individual

   2. Contributing team member

   3. Competent manager

   4. Effective leader and

   5. Level 5 executive

Dubrin (2004) concurs with Collins (2005) and Robbins and Judge (2007) when he describes a transformational leader as a leader who moves group members beyond their self interest for the good of the group, society or organisation. He also notes that the focus is on what the leader does, rather than the characteristics of the leader.

Robbins and Judge (2007) attempt to characterise the transformational and the charismatic leader as reflected on Table 1 and 2 in Appendix C.

In percolating the leadership profile of business executives who migrated from the political activist phase and public sector/government, the question is whether these environments demand similar skills. Table 3 in Appendix C ranks 23 leadership skills by sector and indicates that there is no significant difference in competencies required in private and public sector.

Authors such as Thach and Thompson (2006) believe that government organisations may emphasise political savvy more, as well as physical

health/endurance in building coalitions, but the findings from their study suggest that there is substantial similarity among the most highly rated leadership competencies required for effective leadership in the for-profit and public/non-profit sectors, signifying the universality of these skills, regardless of organisation type.

Collins (2006) dispels the idea that the path from good to great in the social sectors is to become "more like a business", as "dead and wrong". He differentiates between the two by stating that corporate leadership involves the ability to decide and implement, whereas public sector leadership is dominated by collective decision making. Social leaders rely more upon persuasion and shared interests to create the conditions for the right decisions to happen. He adds that it is precisely this legislative and social dynamic that makes "level 5 leadership" particularly important to the social sectors (Collins 2006).

Conclusion

The literature suggests that effective leadership can be understood by examining a leader's characteristics and traits, a leader's behaviour and style, group member characteristics and the internal and external environment. The studied leaders are believed to possess characteristics of charismatic leadership, transformational leadership and "Level 5" leadership. There are differing views regarding the universality of

leadership skills required in the struggle politics sphere, government
leadership and business.

2.5 WHAT IMPACT DO THEIR LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE HAVE ON THE COMPANIES THEY LEAD?

As stated earlier, there are certain ideological conflicts here. The political struggle era in South Africa was dominated by communist ideological thinking, while the public sector realm has socialist thinking prominence. The businesses that these leaders are currently running are principled around capitalism. This paradox raises questions about what ideological principals these leaders currently subscribe to. How do their political ideologies shape their thinking and behaviour, and how does this transcend to the capitalist dominated corporate environment?

This paradox can be seen to be exacerbated by the leaders' quest to impact both the society whose freedom they fought for, and also the companies they lead. Hill and Farkas (2006) see this challenge facing black business and the researched business leader as a will to become a dynamic force, to become an agent for change, to establish a new patriotism in business. The authors add that black business must champion transformation and has a responsibility to ensure those people within business are empowered to engage their white counterparts on equal terms.

The authors also assert the argument that this model of action is driving the unfolding story of black business leaders in South Africa as they try to inculcate an ethic of equity into business in the face of a global economy which operates under a different set of rules of maximizing shareholder value (Hill and Farkas, 2006). Are the new business leaders heeding the call from former president Nelson Mandela on his final state address when he said: "The long walk is not yet over. The prize for better life has yet to be won. The wider and critical struggle of our era, is to secure an acceptance and actualisation of the proposition that while capital might be owned privately, there must be an institutionalised system of social accountability for the owners of capital" (Mandela, 1997). This means that the struggle of economic liberation is on-going.

If business is to become a tool for alleviating poverty in a sustainable way, it is important that there are business leaders who are willing to ask normative questions about the means and ends of capitalism (Hill and Farkas, 2006).

Other schools of thought, like the one advocated by Onyeani (1990) see corporate *ubuntu* and black economic empowerment as a liability, his overriding theme being that black people must embrace an element of greed and ruthlessness in order to claim meaningful place within modern capitalism. Some prominent black business people interviewed by Hill and Farkas (2006) told them that he believed the South African economy

would only prosper when black businesspeople unabashedly pursued business for what *"business was meant to be about, making profits and making money"* To their minds, business people concerned about "ethical soundness" over "economic soundness" were preventing the economic growth that would ultimately lead to fuller employment and lower rates of poverty in the South African economy. (Hill and Farkas, 2006)

The researcher is aware that corporate South Africa does not provide "free lunch". The recruitment of these politicised business leaders should advance business. There should be a value that the leader's orientation and development add to corporations they lead. The new black business leaders deploy leadership, negotiation, and organizing skills learned in the anti-apartheid movement to complete successful deals and mobilize employees (Hill and Farkas, 2006).

Chetty (2006) provided secondary information obtained from an interview with Wendy Luhabe which reveals that a key prerequisite in her choice of board was whether she would be able to contribute to the board and grow as a person. Boards that were set in their ways frustrated her, because they were not open to her contribution. This indicates the quest on the part of such leaders to assist in transforming South African businesses and make a meaningful contribution to society.

2.6 WHAT IMPACT DOES MOVING BETWEEN THE TWO SPHERES HAVE ON THEM?

Hofstede (1994) has proposed that the environment in which organisations operate affects the management process through the collective mental programming of its members and its managers. It is the researcher's intention to prove the assumption that when these leaders move from one sector to another they face a dogmatic environment which is intended to change the way they think, behave and lead.

Hill and Farkas (2006) account that the cost for the individual who switches from the public sector to private sector is that they encountered a steep learning curve with regards to the financial and cultural aspects of business.

The behavioral impact which is created by moving between the political and business arenas is presented by an argument which Dill (1956) presented and proposed that the behaviour depends on the patterns of inputs from the environment to an organization and members of the organization. One of the major environmental conditions which impacts the behavior of leaders in different spheres was found by Drill (1956) to be the autonomy given to the leader. Hooijberg and Choi (2001) concur with Drill (1956) by arguing that leaders in public sector organisations may adopt different behaviours compared with leaders in private sector

organizations because these organisations afford their managers
different amounts of discretion which in turn affects how they lead.

2.3 PRIVATE PUPLIC LEADERSHIP COMPARISON

The theory framework which can be used to percolate the difference
between the private and public sector is encapsulated in "The Competing
Values Framework of Leadership Roles", a model based on the work by
Quinn and Rohrbaugh (1983), who identified two dimensions which
determine organisational effectiveness:

- organisational focus - from internal focus within the organisation to
  external organisational focus;
- the structure preference of the organisation which represents the
  contrast between stability and control and flexibility and change.

These dimensions can also be described as "horizontal" and "vertical",
according to (O'Neill & Quinn, 1993; Quinn, 1988; Quinn & Rohrbaugh,1983;
Hooijberg, 1996).

The horizontal dimension relates to organizational focus, from an internal
emphasis on well-being and development of people in the organisation, to
an external focus of the well-being and development of the organisation
itself. To the left, attention is inwards, within the organisation, whilst to the

right, it is outwards, towards customers, suppliers and the external environment (O'Neill & Quinn, 1993; Quinn, 1988; Quinn & Rohrbaugh,1983; Hooijberg, 1996).

An internal focus is valid in environments where competition or customer focus is not the highest priority, but in competitive climates or where external stakeholders hold sway, this challenge must be met directly (O'Neill & Quinn, 1993; Quinn and Rohrbaugh 1983).

The second (vertical) dimension represents the contrast between stability and control, and flexibility and change. This vertical dimension differentiates organisational preference for structure, i.e. it determines who makes decisions. At the lower end, control is with management, whilst at the upper end, it is devolved to employees who have been empowered to decide for themselves (O'Neill & Quinn, 1993; Quinn, 1988; Quinn & Rohrbaugh,1983; Hooijberg, 1996).

Stability is a valid form when the business is stable and reliability and efficiency are paramount, but when environmental forces create a need for change, then flexibility becomes more important (O'Neill & Quinn, 1993; Quinn and Rohrbaugh 1983).

The assumption here is that a leader's competency profile is directly proportional to the organisational behaviour. The paradox faced by organisational leaders and organisations themselves, is that they must be adaptable and flexible, but they are also required to be stable and controlled.

Each quadrant of the framework represents one of the four major models of organisation and leadership theories, as described by Quinn (1988), Quinn & Rohrbaugh (1983) and Hooijberg (1996) and shown in Figure 2 below.

Figure 2: The Competing Values Framework of Leadership Roles – Modified from Quinn (1988)
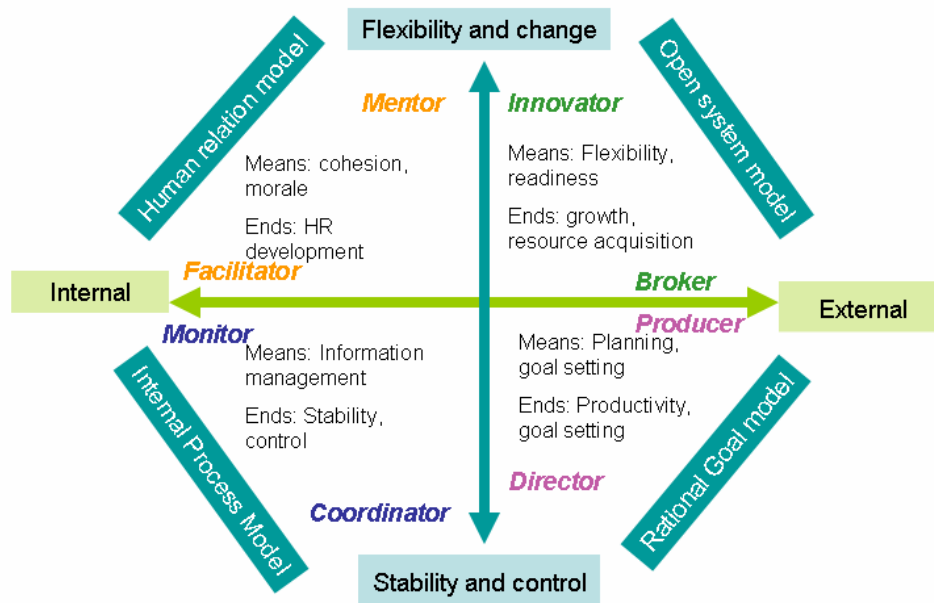
1) *Internal Process*: The hierarchy has a traditional approach to structure and control that flows from a strict chain of command. Hierarchies have respect for position and power. Emphasis is on measurement, documentation, and communication and information management. They often have well-defined policies, processes and procedures. These processes bring stability and control. Hierarchical leaders are typically coordinators and organizers who keep a close eye on what is happening (Coordinator role) (Quinn1988, Quinn & Rohrbaugh,1983 and Hooijberg, 1996)

2) *Open Systems Model*: based on an organic system, emphasis on adaptability, readiness, growth, resource acquisition and external support. Adhocracy has even greater independence and flexibility than

the human relations/clan, which is necessary in a rapidly changing business climate. It will use prototyping and experimenting rather than long, big-bang projects and development. Leaders in an adhocracy are visionary, innovative entrepreneurs who take calculated risks to make significant gains. These processes bring innovation and creativity. People are not controlled but inspired. (Innovator role) (Quinn1988, Quinn & Rohrbaugh,1983 and Hooijberg, 1996).

3) *Rational Goal Model*: based on profit, emphasis on rational action. It assumes that planning and goal setting results into productivity and efficiency. Tasks are clarified; objectives are set and action is taken. The Market organization also seeks control but does so by looking outward, and in particular taking note of transaction costs. In an efficient market organization, value flows between people and stakeholders with minimal cost and delay. Market cultures are outward looking, particularly driven by results and are often very competitive. Leaders in market cultures are often hard-driving competitors who seek always to deliver the goods. (Directors role) (Quinn1988, Quinn & Rohrbaugh,1983 and Hooijberg, 1996).

4) *Human Relations Model*: based on cohesion and morale with emphasis on human resource and training. People are seen not as isolated individuals, but as cooperating members of a common social system with a common stake in what happens. The human relations/clan organization has less focus on

structure and control and a greater concern for flexibility. Rather than strict rules and procedures, people are driven through vision, shared goals, outputs and outcomes. In contrast to hierarchies, clans often have flat organizations and people and teams act more autonomously. It has an inward focus and a sense of family and people work well together, strongly driven by loyalty to one another and the shared cause. Rules, although not necessarily documented, do still exist and are often communicated and inculcated socially. Clan leaders act in a facilitative, supportive way and may take on a parental role (Mentor role) (Quinn1988, Quinn & Rohrbaugh,1983 and Hooijberg, 1996).

While the models appear to be four entirely different perspectives or domains, they can be viewed as closely related and interwoven. They are four sub-domains of a larger construct: organisational and managerial effectiveness. The four models in the framework represent the unseen values over which people, programs, policies, and organisations reside (Quinn,1988).

The researcher is captivated by the quest of determining the probability that leaders may play different roles depending on the environment presented.

Hooijberg and Choi (2001) discovered that the difference between private and public sector leadership is role dependant. For example, goal orientation and a broker role are seen to have similar impact on both the private and public sector, whereas the public sector sees a weaker association between a goal orientation leadership role and effectiveness, and a stronger association between monitor and facilitator role. See figure 2 above.

Hooijberg and Choi (2001) hold the view that although some leadership roles may have a more universal application, the effects of other leadership roles may be unique to either the public or private sector. They conclude the following:

- Public sector managers have less discretion in exercising leadership than in private sector organisations;

- Goal-orientation and broker roles play a central role in perceptions of effectiveness in both sectors. These roles would support the proponents of applying organisation and management theories to both private and public organisations;

- Public sector leadership differs significantly from private leadership with regards to the need for integrity and democratic responsibility.

Hooijberg and Choi (2001) also propose that the differences in organisational characteristics between public and private sector organisations, then, should also affect the relationship between leadership behaviours and effectiveness.

These findings are incompatible to those of Thach and Thompson (2006), who rank 23 leadership competencies in for-profit organisations versus public/non-profit organisations which leaders see as key in performing their jobs. They found insignificant differences between private and public sector. See Appendix C Table 3.

Conclusion

There are contradictory perspectives between different authors concerning effective leadership characteristics in the public versus the private sector. Some leadership characteristics are homogeneous between the two sectors but some are seen as sector specific. Hooijberg and Choi (2001) propose that the relationship between leadership behaviour and effectiveness might be significantly different between different economic sectors because of differences in their environments in terms of market forces and exposure to legislation, legislatures, and civil service rules. These different environments, they argue, affect the discretion afforded leaders in these sectors, which in turn effects how they lead. This research will shed more light in this are.

CHAPTER 3: PROPOSITIONS

Contributions made by authors such as Hogan and Kaiser (2005), Thach and Thompson (2006), Horey and Fallesen (2003), Littlefield (2004), Von Krosigk (2006), Snipes and Becker (2008), Quinn (1988); Quinn & Rohrbaugh (1983) and Hooijberg (1996) were integrated and distilled in order to emerge with a list of leadership competencies which top organisational leaders possess. This list is shown in appendix B2. An additional competency was identified as social empathy. This leadership competence is intended to determine the ability of a leader to positively yield to socio-economical conditions faced by South Africa, more especially to redress the country's social ills.

The chief question or proposition hinges on the transferability of these skills from the political struggle phase to either the public sector or private sector or both. There are contradictory views on whether the leadership competency profile required to succeed within the two domains are homogeneous. Establishing this will indicate the value contributed by these leaders to business.

There is also no evidence in the literature that suggests that their ideologies and leadership competencies change with exposure to the private sector.

It also still remains to be ascertained to what extent the transition between the different domains affected the researched leader.

The open ended questions which this research attempts to answer are:

1. What leadership ideology and competency profile do the corporate leaders, who were political activists and public sector administrators, possess?

2. What impact do their leadership ideology and competency profile have on the companies they lead?

3. What impact has moving between the two spheres had on them as individuals?

CHAPTER 4: RESEARCH METHODOLOGY

The purpose of this study is to explore the mobility of leadership capabilities and ideology from the political struggle activism realm to the public sector administration domain and business sphere. This involved gathering data from both secondary and primary sources. The research method used in this work was chiefly qualitative, conducted in the form of semi-structured, in-depth interviews, which was aimed at gaining insight into the phenomenon of leadership transferability (Zikmund, 2003). Qualitative research is all about exploring issues, understanding phenomena and answering questions. (www.qsrinternational.com, 2008)

The semi-structured interview format provided structure, flexibility and depth (Gillham 2005). The interview session had professional feel but was casual enough to make the interviewee comfortable to share deeply personal stories.

Quantitative research which is the systematic scientific investigation of quantitative properties and phenomena and their relationships, was also used to test and validate emerging findings from the qualitative work. (http://en.wikipedia.org, 2008).

4.1 SECONDARY DATA

Secondary data containing biographical information was gathered and scrutinised before the interviews were conducted with the business leader. This assisted in gaining insight into the leader thus facilitating probing and clarity during the interview (Zikmund, 2003).

Published biographical data and other sources of secondary information were consulted. Examples of publications used include the Who's Who SA website, the Little Black Book web site, the ANC website, specific company websites and related research.

4.2 QUALITATIVE RESEARCH

The goal of qualitative research is not to describe the complex phenomena, but rather to identify a few central themes and explain why and how a particular phenomenon operates as it does in a particular context (Dougherty, 2002).

Unstructured interviews were also used to enhance the geographical information. This serves as a way of opening up new information on leadership issues for the unknown exploratory journey (Von Krosigt, 2006). The interview question guide is reflected in Appendix B. Questions were themed and were intended to answer the following:

- What leadership ideology and competency profile do the corporate leaders, who were political activists and public sector administrators, possess?
- What impact do their leadership ideology and competency profile have on the companies they lead?
- What impact did moving between the studied spheres have on them?

The semi-structured interview format further contributed to the accurate reproduction of the leader's authentic stories without having to make any interpretations (Von Krosigt, 2006). The idea is that the raw data should speak for itself; to reveal the innermost experiences of the individual, unblemished by statistical or hypothetical manipulation (Poovan, du Toit and Engelbrecht, 2006)

The emerging themes were consolidated and funnelled into a few organisational behavioural themes in order to indicate the leader's ideology and leadership competency profile.

4.3 QUANTITATIVE ANALYSIS

Quantitative data gathering was administered by asking the participants to fill in the questionnaire. This was done at the end of the interactive interview session. The purpose of the questionnaire was to rank each chosen competence in the order of importance from 0 to 9 as applicable in both the political and business sector. Interviewees were also asked to indicate whether each formerly

acquired competence hindered or assisted business. If there was an envisaged hindrance the interviewer was asked to elaborate.

4.4 POPULATION

The target population is a specific, complete group relevant to the research project (Zikmund, 2003). In this regard, the population was limited to South African people who played a leadership role as political activist during the struggle against apartheid, and either transitioned to a political leadership role in government structures post 1994 elections before departing to business, or moved from a political struggle leadership role straight to business leadership. A criterion was that the person should be currently holding a top leadership position in a South African business organisation. The above criteria indicate the researcher's total population. The final sampling frame was based on convenient sampling.

4.5 SAMPLING AND SIZE

A non-probability sampling technique was used in the gathering of data. The researcher's judgement on the sample was guided by the following criteria:

- The potential candidate should match the target population as listed above.

- The candidate should be well known in public due to his or her contribution in business, and the government or the political struggle. The candidate should be quoted in media as someone who has made a successful transition to the business sector.

- The candidate should be accessible and willing to be interviewed.

The research will be open to a "snowball" effect where each candidate might refer and recommend another leader. Snowballing sampling will also be used to increase the number of credible respondents willing to take part in the study, given that it takes an expert to know other experts and such an expert normally has easy access to others (Zikmund, 2003).

Appendix D contains a list of participants who were successfully interviewed. The snowball was either triggered by the researcher's friends and colleagues who understood the research problem, or knew the interviewee. Personal assistances (PA's) of the interviewees were pivotal in obtaining successful appointments.

25 potential interviewees were aggressively pursued. This yielded only 13 confirmed interviews. Two cancelled at last minute due to business demands. Given the nature of this study, a sample size of five to twenty is considered adequate (Zikmund, 2003).

4.6 DATA COLLECTION AND ANALYSIS

Secondary information research was followed by face to face interviews. The interviews were semi-structured, based on open-ended questions. The questions were used to gain insight into the following major areas of interest:

- What leadership ideology and competency profile do the corporate leaders who were political activists and public sector administrators possess?

- What Impact do their leadership ideology and competency profile add to the companies they lead?

- What impact does moving between the studied spheres have on them?

The qualitative, semi-structured and open-ended questions were collated by a short quantitative data collection ranked in a liken scale which is designed to quantify the significance of leadership competencies in the political sphere, as compared to the private sector. Descriptive statistics on the 24 competencies

were run in order to determine perceived differences in importance between the political and the business sector. The statistics include averages, percentages and rankings for the competencies (Thach and Thompson, 2006).

The interviews were recorded with prior approval from the interviewee. Although some information was sensitive and personal, especially considering the stature of the interviewees in the community, only one interviewee did not consent to the use of the sound recording instrument. Copious notes were taken during the interviews.

In all, eleven business leaders were interviewed. Eight interviews were conducted face to face, and three were telephonic.

A thematic coding process was used to analyse the open-ended comments. These included typing all comments into Microsoft Excel and then coding comments according to emerging themes. Themes were then sorted by similarity. Finally, the resulting themes were grouped into categories and analysed. (Thach and Thompson, 2006)

In some instances, key words were searched for using the "find" capability in Microsoft Excel. Application of words by different respondents created a congruent meaning.

4.7 POTENTIAL RESEARCH LIMITATIONS

The research was constrained by both time and budgetary limitations. This research was finalised within five months. Some candidates reside at different parts of South Africa, which would have triggered high travelling costs.

Access presented the highest challenge, as was envisaged, especially for the higher profile leaders. This was overcome by continuous communication with PA's, and targeting less profiled leaders with similar credentials.

CHAPTER 5:   RESULTS

5.1 DESCRIPTION OF SAMPLE

11 business leaders were interviewed. 55% of the leaders were initiated in the political struggle, followed by a making a leadership contribution to the struggle before heading to the private sector. 18% transitioned from the struggle to business before becoming administrators in government office. The remaining 27% have struggle credentials which were followed by business leadership experience. See Appendix D.

Seven of the respondents appear in The Little Black Book (2008/9) and 9% have the "Top Twenty" achievers credentials.

5.2 LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE

The interest around this section was to percolate the leadership competency profile which tags the researched leaders. The respondents were first asked to de-mystify what leadership means to them. This allowed the researcher not only to tap into academically untainted leadership insights but also to gauge the depth of the respondent's leadership wisdom. The respondents' leadership initiation stories exposed the leadership competencies which were later developed in the business sphere.

5.3 INTERPRETATION OF LEADERSHIP

The interpretation of leadership was unique amongst all eleven respondents. Most leaders gave more than three interpretations. Common words and common meanings were grouped, as reflected below.

There was a strong inclination to define leadership as self based, or leader based. For example:

"The mantle of leadership is being self driven. Leadership is about self belief."

More than 90% of the interviewed business leaders agreed that leadership meant making a choice, acting on a situation and practically responding to decisions made.

"Not anyone can be a leader, it is a process of natural selection…it depends on the time and the issues at hand and how you respond to them. I was fortunate to be born at a time when there were great possibilities for leadership…"

"Leadership is about how responsive you are to a situation you find your self in and to what extent are you prepared to take differing opinions from people who do not agree with you and at the end of the day being able to assemble an opinion that incorporates [other views] and make people feel that they own the end result and feel that they have been acknowledged or recognised."

"Leadership is about making choices and acting - if you ask people who were in the class of 1978 at Fort Hare, they will only remember the people who were at the forefront, people who responded to challenges."

"Leadership is about facing a challenge, it's about making a choice. True leadership cannot be inherited, you cannot succeed at the back of a pre-determined structure. You need to deliver results, you need to earn it."

"My first assignment that shocked me was where I had to take a decision as a struggle leader in Tanzania, where somebody had to be killed because he was implicated as a spy and it was my call…so it was either I impress the leadership or make a prudent decision. The decision was contrary to what everyone had expected...I told them that there is no evidence that the person is a spy, the guy only wanted to further his studies. Therefore leadership is about acting on your decisions."

"Using best practice which ensures that the end and means to a better world is constant; leadership practice must be related to outcome.".

"People don't care about what your leadership aspirations are, they care about what you do, they are concerned about the delivery of results."

"Leadership is not a title you hold, it's about the values and principles you hold, its about what you do."

The trend which also emerged from the respondents is that leadership is a way of life. They expressed the view that leadership is not a mode that one can just switch to, and it is all about how leaders respond to different situations and environments. Their view was dominated by having a sense of purpose.

"Leadership is your sense of purpose in life; a sense that you are born for a particular reason and there is a meaning to your life. You might be confronted by situations such as violence, injustice, civil wars or racism, and the question is whether you accept it, confront it or fight it...Adversity brings out leadership".

"Leadership is not different from your ordinary life."

A surprising theme to the researcher was the use of military nuance in leadership description, such as:

"Overcoming the fear of failure…"; "The goal is to win, the lesson is to accept defeat," and "Taking the agreed goals and executing them using your tactics and tools of analysis."

5.4 LEADERSHIP STORIES AND DEFINING MOMENT OF THEIR LEADERSHIP CAREER

Many leadership stories were framed around student movements in schools. Defining moments of their leadership career also happened during their leadership initiation phase, during the struggle. The trend which looms large is that leadership was almost imposed on them by either their followers, or by

senior leadership in the struggle movement. Another profound revelation which was hinted at by most respondents, was that they saw themselves as a source of information and a guiding light to people they didn't even know.

"I was part of the SASO's underground movement from the age of 17, planning school strikes…I was then trusted for small things and kept excelling in the given tasks."

"While we were all involved in the student's movement, there was a sense that people were looking for more from me, they were looking for solutions and directions, they wanted clarity of thought - someone who could explain what was going on in the struggle and why they were engaging in struggle activities."

"*I was part of the leadership of the young student's movement and also a liberal prefect at school. The realisation started when an English teacher from New Zealand told me that I would be arrested because I had been reported as a student ring leader…students were also looking upon me for direction. There were people who were cleverer and older than me but people seeked information from me, I had to leave the country and grow overnight."*

5.4.1 The Ideology which propelled their actions

The search for a guiding ideology came to no avail. The researched leaders were unanimous in saying that they sampled various ideologies during the struggle time but were not staunch believers in any one. They revealed a common emphasis on values, rather than ideology.

"I was an aspiring Marxist but was liberated from ascribing to one ideology. I am a member of the left wing thinking of the world with no specific ideology; I was a reformist, but one belief that I have stayed true to is a belief of striving to create a better world…"

"I believed in socialist thinking but have no pure ideology, ideologies are complimentary…"

"Ideologies are not in silos, there are lots of overlaps. My ideology was to see people being the best that they can be and attaining their goals.
"We are on the earth to make a difference, to fulfil a purpose. An ideology is a tool not a goal, a conduit to fulfil your ultimate purpose on earth."

"I have dabbled in socialist thinking and Christianity but they are all encapsulated in my values which are in essence of who you are. I have gone through different phases of ideological thinking in my life but my values of fairness, justice, democracy and equity remains. They are an essence of who I am. Ideologies are labels which no body practices in totality and they fall of along the path."

"I never had a specific ideology… there is no specific place where I call myself a communist or a worker marshal…I have always been someone who believes in justice, there has to be fairness, there has to be equality…I detest oppression, I

detest arrogance, I detest racism in every form.... I changed from being a

unionist…but the principles remain the same."

"I didn't have ideologies, I had values which were instilled by my parents I have

two guiding principles. That is that I despise dishonesty and laziness and these

are prime destroyers of mankind. Dishonesty is not good whether you are in

politics, in government, in corporate even in the underworld...they take you out."

5.4.2 Researched leaders' significant leadership qualities

The list of leadership qualities is a varied one: team work, endurance, being

effort orientated, being challenge orientated, being responsible, mentoring,

consistent, continuously improving, being intolerant of lack of delivery, being a

communicator, a strategist, a motivator of clarity of thought and vision, being

eloquent, being a facilitator, influencing skills, having judgement, decision

making, setting direction, having the ability to lead, having the ability to be lead,

negotiation, analytical skills, humanity, sacrifice, passion for development,

inspirational skills, motivational skills, courage, having a global impact, honesty

and integrity, ambition, tenacity, interpersonal skills, people management and

being dependable.

55% percent of competencies which were selected by the researcher as they

appear in Appendix B2 were impromptly mentioned by the participants. These

include mentoring, facilitating, establishing direction, networking, having

influence, decision making, being inspirational, team leadership, interpersonal skills, strategic/visionary, communication, developing others and having integrity/honesty.

The most frequently mentioned leadership skill was communication or eloquence, followed by honesty and integrity, which were in some instances referred to as responsibility or dependability, and lastly resilience or endurance.

Some of these skills were learnt in unexpected areas:

"The one place from which I learnt my leadership skill from was when I was working with the people who lived in the hostels, training and organising them. I learnt values, I learnt experience, I learnt humanity, I learnt sacrifice, I learnt passion for development, I learnt values...people I learnt from include my mother, people in the hostel, Mandela, Steve Biko....that has been my primary knowledge that I have acquired."

5.5 IMPACT OF LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE ON COMPANIES THEY LEAD

Respondents repeatedly emphasised that their thinking was guided by their values more than by ideology.

"These are not skills or ideology but a set of values which one develops as one moves along, these values help you to fulfil your goal on earth, they underpin all the stages and spheres you go through in life."

5.5.1 How their political ideologies shape their thinking and behaviour and how this transcends to the capitalist dominated corporate environment

The researched business leaders all expressed that their skills are transferable from the struggle phase to any other sector. Skills developed during the struggle were seen as base skills which shape the leader's behaviour, thinking and values. Common expressions are reflected in the quote below:

"I apply all the skills I learnt because building a business is like building a trade union, its like building a Government department, its about building a team of very diverse influences its about success, its about performance, its about owning the organisation...the principles applied are the same a whether you are building a business, building a country, building an NGO..."

5.5.2 The value added by their orientation and development to the company(s) they are currently leading. Its relevance in the current South Africa

A clear trend emerged that they saw their contribution as selfless, and their contribution was for a higher cause, for example:

"I apply the same principles which were used the struggle, in government and now in private sector, principles of diligent, fundamental values of doing things for other people"

"In government, I brought in some fundamental principles and values learnt in the struggle such as commitment to do things for the people, diligence, serving something higher than me"

"I use who I am to effect prudent business decisions and make businesses to work better e.g. curbing retrenchments though alternative cost-cutting measures"

"The skills that I brought from the government to the private sector includes working across boundaries to get the project done"

A paradox was expressed of having to put a "human face" on business by addressing the country's problems without compromising the revenue-generating potential of business.

"Even in the free economy like this where there is co-existence between the government and the private sector, neither side can operate in a vacuum....there must be substance of understanding the environment we live in, the environment at which 40% of the population live at less than $2.00 a day is not good for the business, is not good for politics, it's not good for the

government and its not good for anyone in the country and that's what fuels

crime, it fuels abuse, that's what fuels conflict and strife...We need to be

concerned about the society... We need to build organisation in such a way that

they reach to the social and environmental issue"

The solution suggested by the participants resonated around productivity. They emphasised that if companies instil a performance culture, and a culture of delivery, there would be enough revenue to assist in containing the country's social problems, such as inequality.

"The development of society is the imperative of business…That's why we have

set up a developmental trust which is focusing on what is core, e.g. education,

health and integrated community development…but what is important about the

business community is the culture of performance, since without company

performance there cannot be profits and no social redress."

5.5.3 The negative impact of political struggle based leadership development on the researched leaders

The leaders mentioned a variety of issues which were creating a negative impact on them, in the transition between the spheres. These ranged from a lack of delivery urgency in the public sector, to having to re-learn as they enter a new environment, to a lack of autonomy and the limited size of the "stage" in the private sector.

"Government work is complex with a lot of dependences. There is a long lag effect from implementation to results in Government. Applying business practices such as performance appraisal is a challenge which is exacerbated by dealing with mediocrity, pragmatism, a culture of lack of implementation…"

"Moving between spheres does affect you, as you enter a new sphere you start at the bottom "you learn how to make tea and photocopy, if you are at a peak of the s-curve you drop some notches in order to move up curve the second curve."

"Working around constraints such as budgets, time schedules and measurable outcomes is daunting if you come from the public to the private sector". "The negative impact of entering the private sector is working on a centralised business model where autonomy of decision-making is removed."

"When I entered the corporate world, I found boardroom politics boring, the stage was too small, and I needed to be sensitive to the egos of the members".

Another respondent mentioned that *"the size of the stage, the size of social issues shrunk."*

The respondents also expressed discontent with the clash between business principles and their value systems:

"Business is not all about making money but about chemistry in relationships and working in an environment that is conducive to you (the environment should be in line with your values.)"

"Moving to the corporate world demands accepting and agreeing with the philosophy of making profits and working for shareholders."

5.6 THE IMPACT OF MOVING BETWEEN THE THREE SPHERES

The main points of interest around this section were to establish the rationale which drove the respondents to move from public to private sector or vice versa. The respondents also commented on the changes on both their leadership characteristics and ideals when they made the transition.

5.6.1 Rationale for moving from public to private sector

The rationale for entering the business world differed from respondent to respondent, and varied from career aspiration to financial imperatives, to the economy being seen as having appeal as a new struggle/challenge. These can be summarised by the following comments.

"I was motivated by a career ambition, a will to create something."

"My move was honestly driven by a financial imperative - I never had money to rub together as they say poverty is your worse companion"

"Going into business did not feel like a compromise, the economy is the focus of the new struggle."

"Walter Sisulu was a businessman, he used to sell property, Mandela was a lawyer, he used to own a law firm with OR Tambo but he was a communist. The treasurer of the ANC was once Moses Kotana, he was a communist but he was supposed to raise money for the communists. Frederic Angels who came with the communist manifesto with Karl Marx was a businessman."

"Business appealed to my soul, social consciousness and personal desire to satisfy my needs."

5.6.2 Changes in the leadership characteristics after making the transition(s)

A hundred percent of the respondents felt that their leadership characteristics did not change as they made the transition. They all expressed the view that leadership skills are transferable. There was agreement that there are new skills which are added on to the list as the environment changes:

"The leadership skills are transferable, the same skills I used in the struggle are still used in business to date…the unpopular decisions I made during the struggle are still made in business, for an example taking South African companies to Africa is still seen as unpopular but I made that decision."

"I am using the skills and capabilities instilled in me during my developmental years but new skills such as professionalism were learnt in different corporations."

5.6.3 Changes in the ideals they entered with

The comments presented below highlight that the ideals and values remain the same even if the ideology changes.

"Ideologies change but one belief that I have stayed true to is a belief that one is striving to create a better world using best practice"

"I changed from being a unionist…but the principles remain the same Ideological thinking may change but the ideals remain the same. I am still driven by the words uttered by Sobukwe in 1949 when he said 'whatever we do we must remember Africa'…and that's what drives me even now."

5.7 SIGNIFICANT LEADERSHIP QUALITIES

A quantitative data gathering instrument was administered in order to validate results obtained from the qualitative data. The aim was for the leaders to rank the qualities in order of the significance they have in facilitating delivery in their jobs in the political arena as compared to the business world (Thach and Thompson 2006). The respondents were also asked to indicate if a specific

politically-developed quality either hindered or assisted in their current role in business. The results are shown in table 4, 5 and 6 below

5.7.1 Ranking of the 24 Leadership competencies

The percentage obtained by each competence was attained by dividing the sum total score given by all respondents by the maximum possible score. (9 x 11 respondents). The ranking of the competencies in the political arena demonstrated that the top five most significant leadership competencies were seen to be communication, followed by political savvy, networking and social empathy. Both strategic/visionary and integrity/honesty took the fifth spot.

Table 4: Leadership competency raking on the political area

Political Arena		
Leadership Competence	**% Obtained**	**Ranking**
Communication	100%	1
Political savvy	97%	2
Networking	94%	3
Social empathy	93%	4
Strategic/visionary	92%	5
Integrity/honesty	92%	5
Problem-solving	90%	7
Decision-making	88%	8
Being inspirational	88%	8
Team leadership	86%	10
Goal-orientation	86%	10
Mentor	85%	12
Interpersonal skills	85%	12
Influence skills	84%	14
Conflict management	84%	14
Broker	84%	14
Monitor	82%	17
Diversity consciousness	82%	17
Facilitator	81%	19
Establishing direction	81%	19
Change agent	81%	19
Developing others	79%	22
Technical competence	63%	23
Innovator	63%	24

All respondents gave communication skills the maximum obtainable score.

The "pecking order" in the political arena differed from the business one. The

top five competencies which the leaders regarded as most significant in the

business sector were goal-orientation and decision-making. The third position

was shared between networking, mentoring and integrity/honesty.

Table 5: Leadership competency raking on the business area

Business Arena		
Leadership Competence	**% Obtained**	**Ranking**
Goal-orientation	96%	1
Decision-making	96%	1
Networking	95%	3
Mentor	95%	3
Integrity/honesty	95%	3
Strategic/visionary	94%	6
Communication	94%	6
Problem-solving	90%	8
Innovator	90%	8
Influence skills	90%	8
Diversity consciousness	90%	8
Being inspirational	90%	8
Team leadership	89%	13
Establishing direction	88%	14
Technical competence	86%	15
Developing others	86%	15
Interpersonal skills	85%	15
Monitor	84%	18
Facilitator	83%	19
Conflict management	83%	19
Broker	82%	21
Change agent	81%	22
Social empathy	77%	23
Political savvy	74%	24

The researcher was also interested in finding out which skills could make the respondents versatile in both areas. This was determined by the combined score for both the political and the business environment, as reflected in Table 6 below.

Table 6: Combined competency raking

Combined Environments		
Leadership Competence	**% Obtained**	**Ranking**
Communication	97%	1
Networking	94%	2
Integrity/honesty	93%	3
Strategic/visionary	93%	3
Goal-orientation	92%	5
Decision-making	92%	5
Problem-solving	90%	7
Mentor	90%	7
Being inspirational	89%	9
Team leadership	88%	10
Influence skills	87%	11
Conflict management	86%	12
Social empathy	86%	12
Political savvy	85%	14
Interpersonal skills	85%	14
Establishing direction	85%	14
Diversity consciousness	85%	14
Broker	84%	18
Monitor	83%	19
Facilitator	82%	20
Developing others	82%	20
Change agent	82%	20
Innovator	77%	23
Technical competence	76%	24

The top five most significant skills for both areas are communication,

networking, integrity/honesty, strategic/visionary, goal orientation and decision

making.

5.7.2 Transferability of skills between the public and private sector

The transferability of leadership skills was measured by the percentage score per competence for both the political and business sphere. If the competence scored an equal measure of points in both areas, it indicated that the skill is equally important on delivering value in both environments, and can be transferable between the studied environments. Figure 3 reflects a graphical representation of the scoring obtained for each competence.

Figure 3: Comparison of competency significance between political and business sector
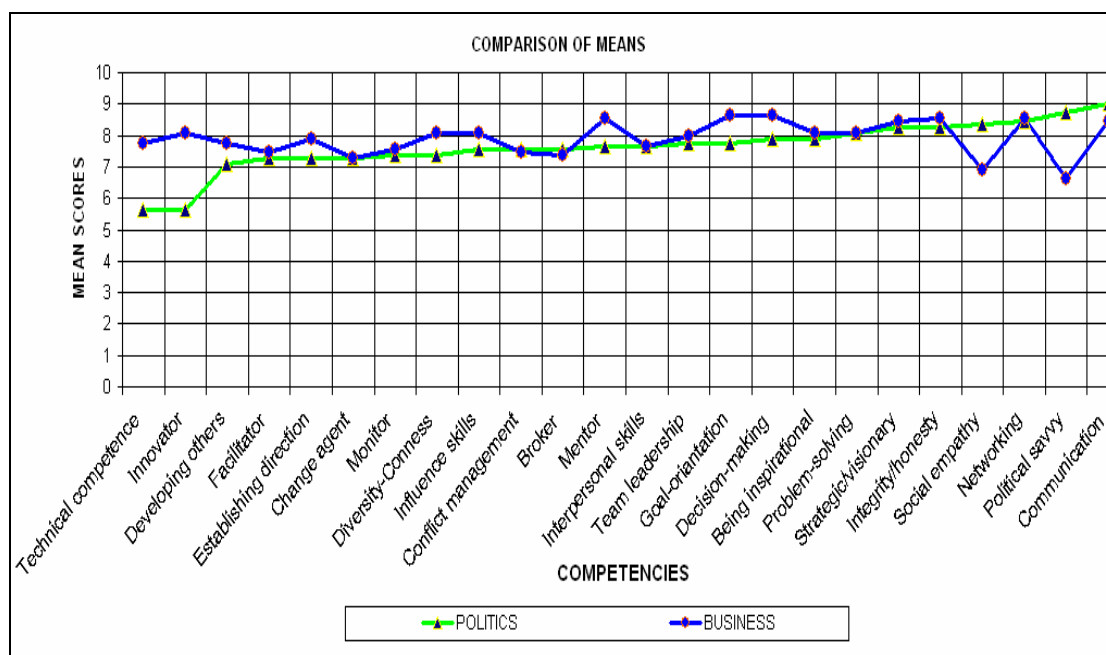
The above diagram indicates that more than 80% of the leadership skills follow the same trend, and are almost at the same score level with the exception of political savvy, technical competence, establishing direction, goal orientation and innovation skills.

In order to validate this, a t-test was run on each node. The t-test investigated if the two points (business and politics) were statistically the same or otherwise, with the bounds of ninety five percent confidence levels for each competence. The results are reflected in figure 7 below.

Table 7: Measure of Statistical Difference Across each Competence Node

Leadership Competence	POLITICS VS BUSINESS RANKING		
	T-TEST RESULTS	T-TEST (%)	SIMILARITY
Integrity/honesty	0.19	19	YES
Developing others	0.13	13	YES
Technical competence	0.02	2	NO
Communication	0.19	19	YES
Diversity consciousness	0.21	21	YES
Political savvy	0.00	0	NO
Strategic/visionary	0.34	34	YES
Interpersonal skills	1.00	100	YES
Team leadership	0.47	47	YES
Being inspirational	0.77	77	YES
Change agent	1.00	100	YES
Problem-solving	1.00	100	YES
Decision-making	0.10	10	YES
Influence skills	0.28	28	YES
Conflict management	0.89	89	YES
Networking	0.76	76	YES
Establishing direction	0.03	3	NO
Social empathy	0.07	7	YES
Innovator	0.00	0	NO
Broker	0.70	70	YES
Goal-orientation	0.02	2	NO
Monitor	0.64	64	YES
Facilitator	0.70	70	YES
Mentor	0.05	5	YES

According to the t-test results all competencies have the same significance across the two paradigms except technical competence, political savvy, establishing direction, innovator and goal orientation skill. This means that these competencies significance in delivering value is not seen as transferable between the two domains.

Another statistical test was run in order to establish general agreement between the respondent's scores on competencies across the two researched areas. The two graphs on figures 4 and 5 below give a plot of statistical means with their minimum and maximum ranges to show a spread (standard deviation) from the means.

Figure 4: Mean and standard deviation on political scores
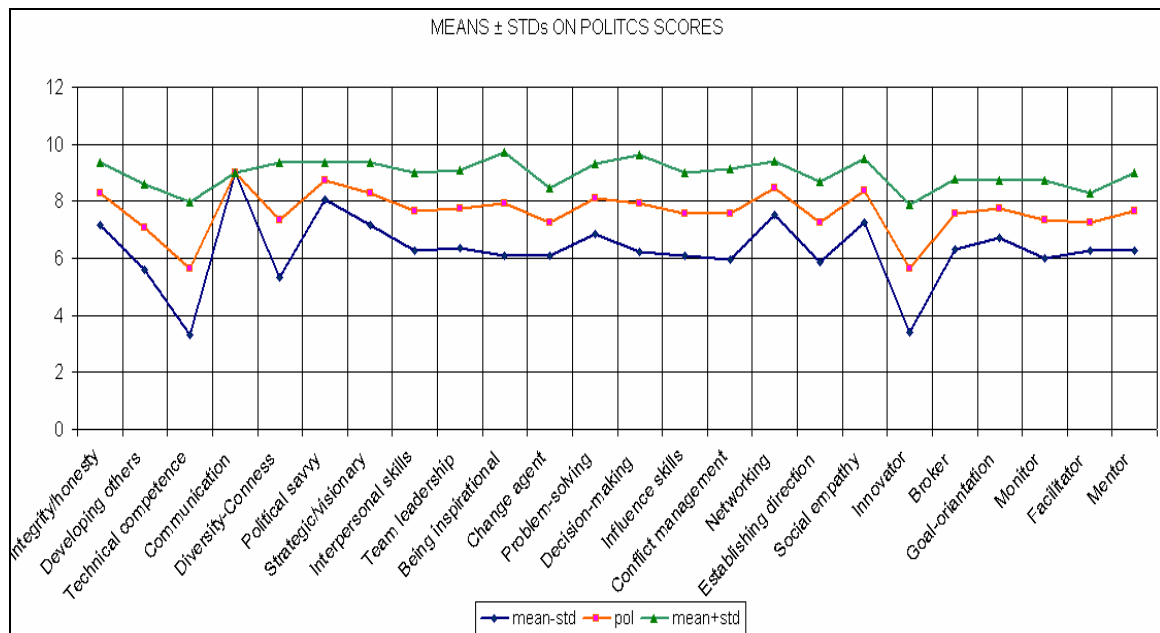
Figure 5: Mean and standard deviation on business scores
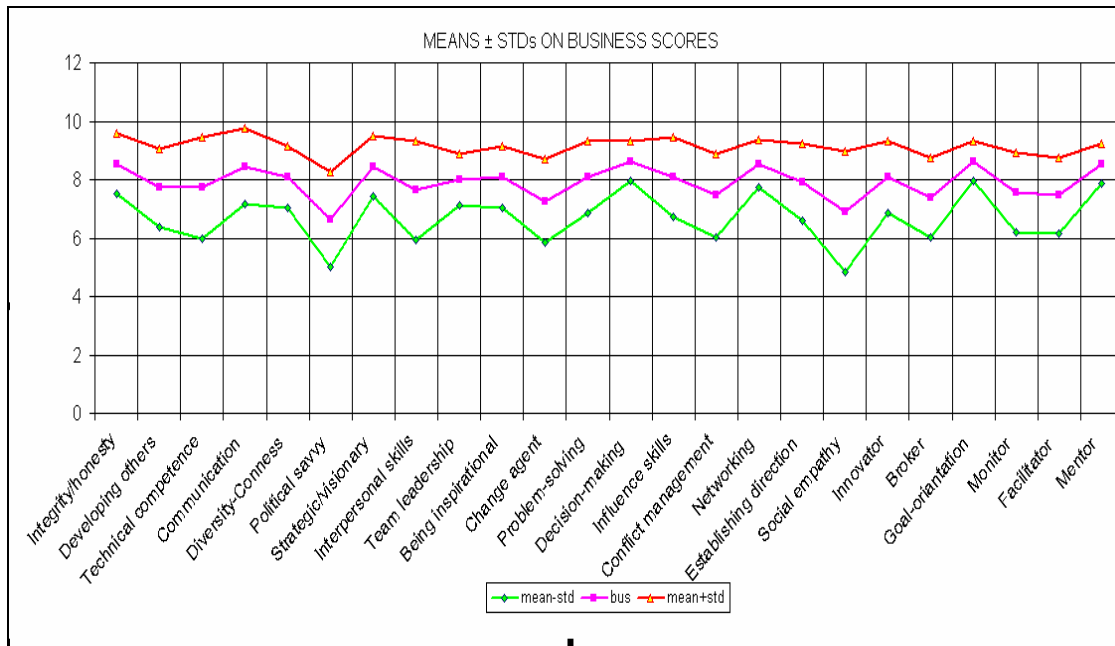
This basically means that for both politics and business datasets there is agreement between the leaders and they are seeing the same thing.

5.7.3 The impact of politically developed skills on business

A hundred percent of the respondents strongly indicated that the twenty four skills which might have been developed in the political struggle do not hinder business. This is in line with the qualitative commentary they made during the interviews.

CHAPTER 6:   DISCUSSION OF THE RESULTS

The purpose of this chapter is to analyse and interpret results as presented in chapter five. The headings which were used in the literature review will facilitate the process. Theoretical insight gathered from the literature review, together with both the qualitative and quantitative results, will be used to examine the studied phenomena. If the emerging results cannot be related to any existing theory, the development of new knowledge will be suggested.

6.1 WHAT IS LEADERSHIP?

There was a clear alignment between respondents that effective leadership begins with leading oneself. This is also in line with the well-documented theory that leadership begins with self- leadership, before one can lead others into change (Kotter, 1996; Yukl,, 2001).

There was a strong suggestion from the respondents that leadership was "imposed" on them, by virtue of a natural inclination to act upon whatever situation the leader found himself in. This is in accordance with Hogan and Kaiser (2005) who make the submission that leadership can be defined in terms of the emergence theory.

Other trends which emerged are as follows:

- Leadership is choosing to act in a situation
- Leadership is having a sense of purpose (self-knowledge)
- Leadership should yield positive results (results-driven)

- Leaders are people who respond to challenges

Theoretic definitions of leadership do not truly encompass or reflect the respondents' interpretations, which incline towards acting and doing what seemed "right", without expectations of leading. The action is followed by affirmation, or encouragement, from other people. Maybe leadership scholars should consider the writings of the philosopher Thomas Carlisle, who suggested once that leadership emerges when a leader contrives to receive deference from other entities, who then become followers. It seems possible that the deference is not always planned since the impression is that followers, unknown to the leader develop greatest trust on them.

A proposal is offered by the researcher to define leadership according to the information gathered from the respondents, which entails:

1. Reading the situation at hand
2. Interpreting the situation according to the leader's values perspective
3. Making a decision to act
4. Acting on the situation
5. Attaining results

An ability to listen, regardless of opposing view-points, characterised the researched leaders. This can be summarised by the following quote:

"...what extent are you prepared to take differing opinions from people who do not agree with you ... and at end of the day being able to assemble an opinion that incorporates and makes people feel that they own the end result and feel

that they have been acknowledged or recognised." It is interesting to note that the same sentiment was expressed by US president-elect Barack Obama when he said *"I will always be honest with you about the challenges we face. I will listen to you, especially when we disagree."* (http://www.washingtonpost.com, 2008)

6.2 LEADERSHIP COMPETANCIES

What was interesting was how the list of competences generated through their leadership stories was similar to that suggested by literature and previous similar studies.

Also interesting was the degree to which they insisted that they could carry through what they had learnt by experience in political struggle into the new business environment.

While the respondents were passionately narrating their leadership stories, the researcher was able to codify the respondents underlying characteristics, sets of skills, attributes and behaviours which were critical for the performance of their leadership task (Sanchez, 2002, Spencer Spencer, 1993 and Thach and Thompson K 2007).

In their story-telling, the respondents randomly commented on the skills and competencies as they are debated in the literature. These are in line with the

thinking of Hogan and Kaiser (2005), and the list presented by Thach and

Thompson (2006).

The leadership competencies which dominated the conversations were in the

following order of importance:

1. Communication or verbal eloquence

2. Integrity (or responsibility or dependability), and

3. Resilience or endurance

It was observed that there was silence regarding technical or business

management skills. The list was inclining towards values and behavioural traits

e.g. Tenacity, ambition, courage, honesty and integrity etc

6.3   WHAT LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE DO CORPORATE LEADERS, WHO WERE POLITICAL ACTIVISTS AND OR PUBLIC SECTOR ADMINISTRATORS, POSSESS?

It was striking how little role ideology played in the comments of the

respondents. Instead they placed values at the centre of their leadership.

Ideology can be defined as:

1. An orientation that characterises the thinking of a group or nation.

   (http://ardictionary.com, 2008)

2. A system of ideas that explains and lends legitimacy to actions and beliefs of a social, religious, political, or corporate entity. (http://www.businessdictionary.com, 2008)

3. The body of ideas that reflects the beliefs and interests of a nation, political system etc. and underlies political action or a set of beliefs by which a group or society orders reality so as to render it legitimate or speculation that is imaginary or visionary. (http://dictionary.reverso.net, 2008)

It was assumed that the researched leader's behaviour and actions were driven by deeply embedded ideological thinking.

The postulation which suggests that there is a symbiosis between the researched leader's ideological conviction, and a motivation to express it through an act of leadership, was dispelled by all respondents. They all cited that their actions were guided by a set of personal values, rather than a political ideology.

Obsession

Personal values developed early in life may be resistant to change. They may be derived from those of particular groups or systems, such as culture, religion, or a political party. However, personal values are not universal; one's family,

nation, generation and historical environment help determine one's personal values.

When discussing ideologies one respondent commented that *"I never had a specific ideology… I have always been someone who believes in justice, there has to be fairness, there has to be equality."* When scrutinising this respondent's life, it can be seen that the leader's life manifests the values he mentions above. This was demonstrated not only in the struggle or government but also with the businesses he is currently running.

Another respondent expressed the same sentiments when he commented that *"I have gone through different phases of ideological thinking in my life but my values of fairness, justice, democracy and equity remains. They are an essence of who I am."* Horey and Fallesen (2003) were accurate in describing leadership competence to include values (being principled, having integrity).

It is tempting for the researcher to present a modification to the work of Dubrin (2004) who accurately suggests that leadership characteristics can be best understood by examining the leader's characteristics and traits, the leader's behaviour and style, group member characteristics and the internal and external environment. See figure 6 below. He also pointed out that the leadership process is the function of the leader, group members and other situational variables (Dubrin, 2004).

Figure 6 - A modified framework for understanding leadership Dubrin (2004)
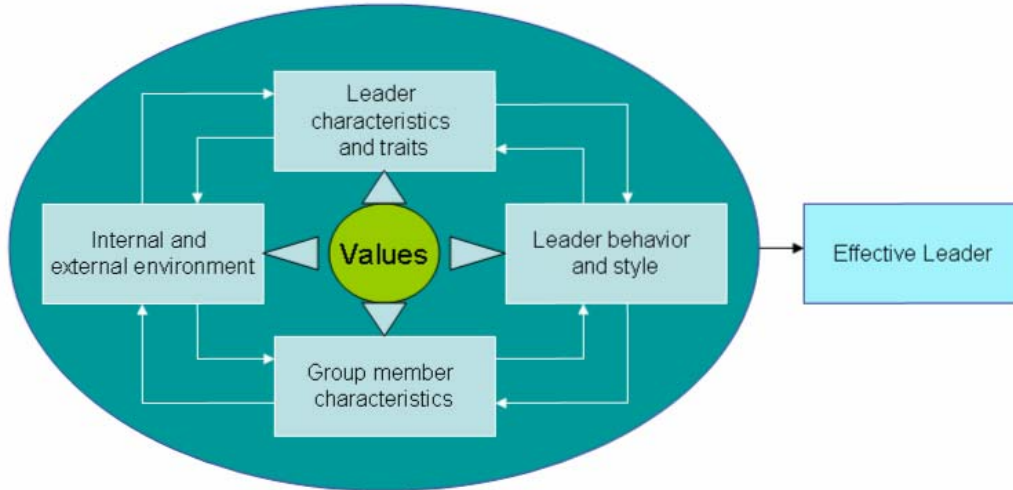
The submission is that at the center of all of the above is a set of values which guide the leader's behaviour.

Comments expressed by the respondents such as, *"We are on the earth to make a difference, to fulfil a purpose,"* and *"...fundamental values of doing things for other people.."* are congruent with description of Collins (2005) that level 5 transformational leaders have ambition not for themselves, but for the company/people they lead. Another comment was that *"...leaders put others first…you are a leader for the people."*

The characteristics of the researched leaders were also compared with those of a transformational leader. Dubrin (2004), Collins (2005) and Robbins and Judge (2007) were vindicated in their submission that a transformational leader is a leader who directs followers for the attainment of results which benefit the greater group, society or organisation, rather than self-gain. The stories from interviewed leaders indicated unselfish sacrifice. For example:

"During the struggle we lost 5 years of schooling…we made the country

ungovernable for that benefit of the coming generation."

"Leadership was part of the family, we were involved in community matters."

Another characteristic which proved in line with the literature was that the focus

should be on what the leader does, rather than the characteristics of the leader

Dubrin (2004), Collins (2005) and Robbins and Judge (2007). One leader

commented that *"People don't care about what your leadership aspirations are,*

they care about what you do, they are concerned about the delivery of results."

Robbins and Judge (2007) attempt to characterise the transformational leader

as reflected on Table 2 in the Appendix. E. This is in harmony with the leaders'

comments in chapter five.

There was also a positive correlation between the researched leaders' notions

and the characteristics of a charismatic leader as suggested by Robbins and

Judge (2007). The act based examples are reflected below. 8

Table 8: Demonstrated charismatic characteristics by respondents.
Modified from Robbins and Judge (2007)

Characteristics of Charismatic Leaders		
Characteristic	**Meaning**	**Quoted Examples**
Vision and articulation	Has a vision-expressed as an idealized goal-that proposes a future better than the status quo, and is able to clarify the importance of the vision in terms that are understandable to others.	Business vision of one of the respondents *"Do good, have fun and make money"*
Personal risk	Willing to take on high personal risk, incur high costs and engage in self sacrifice to achieve the vision.	All interviewed struggle leaders were prepared die for freedom *"I thought I would not live beyond 40 years, I was prepared to die in the struggle"*
Sensitive to followers needs	Perceptive of others' abilities and responsive to their needs and feelings.	*"Leaders put others first…you are a leader for the people". "Leadership is about being people oriented not product orientated"*
Unconventional behaviour	Engages in behaviours that are perceived as novel and counter to norms	*"...so it was either I impress the leadership or make a prudent decision. The decision was contrary to what everyone had expected"*

The compilation of leadership competencies which the respondents claimed to

possess, is comparable to any executive leader of a large corporation

(Sanchez, 2002, Spencer Spencer, 1993 and Thach and Thompson K 2007).

See section 5.1.4

6.4 WHAT IMPACT DO THEIR LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE HAVE ON THE COMPANIES THEY LEAD?

The leader's articulation of a vision based on the embodiment of values was discussed under section 6.2 above (Richards & Engle, 1986). The respondents also repeatedly emphasized the notion that they live for a higher purpose in life. For example, *"These values help you to fulfil your goal on earth, they underpin all the stages and spheres you go through in life."*

The researcher's findings are in line with the work of Hill and Farkas (2006) who express that the researched business leaders in South Africa are motivated by a quest to impact both the society for whose freedom they fought, and also the companies they lead. Examples of perceptible comments are as follows:

"The issues of dignity are still not resolved, the issues of patriarchy are still not resolved and education is still not resolved."

"The development of the society is the imperative of business…That's why we have set up a developmental trust which is focusing on what is core, e.g. education, health and integrated community development…but what is important about the business community is the culture of performance, since without company performance there can not be profits and no social redress."

"The environment at which 40% of the population live at less than $2.00

a day is not good for the business, is not good for politics, it's not good

for the government and its not good for anyone in the country."

The paradox between redressing social ills in the face of a global

economy which operates under a different set of rules of maximizing

shareholder value (Hill and Farkas, 2006) was discussed in section 2.5

above. The respondents suggested that this paradox can be resolved by

instilling a culture of delivery which will in turn bolster profits and motivate

leaders and employees of similar values to deliver more for companies

with a social conscience. The following quoted examples were recorded:

"What I am critical about now is business performance…business in the

free economy cannot survive by the goodwill of the others…it survives

because of the performance it demonstrates in the market."

The model which is suggested by the researcher is reflected in figure 7

below:

Figure 7.   Social redress through enhanced business performance
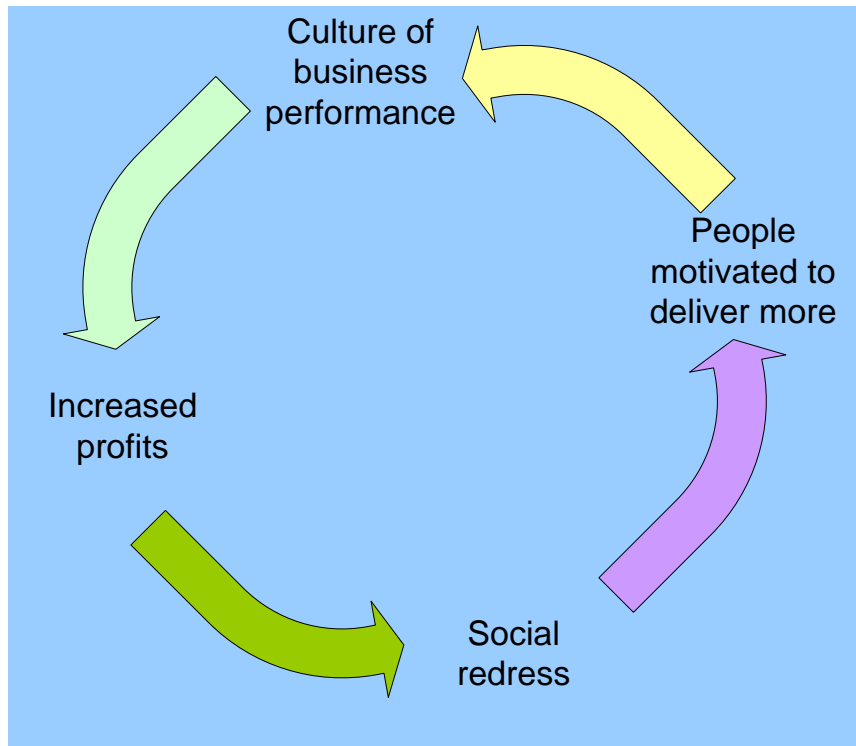
Comments, such as the following, emphasized that *"it's about building a team of very diverse influences, it's about success and it's about performance."*

Other comments expressed a certain anger and frustration: *"we need to be intolerant of lack of delivery."*

Hill and Farkas (2006) see a similar challenge for businesses in becoming agents for change, to establish a new patriotism in business.

The views of Onyeani (1992), who advocates the creation of ruthless black capitalists and suggests that black people must embrace an element of greed and ruthlessness in order to claim meaningful place

within modern capitalism were nullified by the findings of personal value systems listed above.

It would be a fallacy to disregard the business leverage created by networks and associations, not only in government but also across other businesses with leaders of similar profile. One participant commented that *"the networks add on [the] building business base…it's a model that is working…although [a] leader might be out of the government but he is still influential"* (sic.) A contrary argument to this is that the interviewed business leaders displayed deeply rooted values which are incompatible with the above view. Some networks are believed not to be intended for any unfair advantage. For example, one respondent who transitioned from the government to the private sector commented that *"the skills that I brought from the government to the private sector include working across boundaries to get the project done."*

There was resounding agreement regarding the value that researched leaders add to business organisations. This was in building or creating organisations, and mobilising workers towards the attainment of a vision. The commentary was along the following lines:

"I apply all the skills I leant because building a business is like building a trade union, it's like building a government department, it's about building a team of very diverse influences, it's about success, it's about

performance, it's about owning the organisation...the principles applied are the same, whether you are building a business, building a country, building an NGO..."

There were also no disagreements about the social value of profitability, profitability was seen as means of achieving a grater goal. The only proviso cited was that company worked for should not compromise the respondent's values. Examples given were for those of strong political heros who doubled up with running businesses.

"Walter Sisulu was a business man, he used to sell property, Mandela was a lawyer, he used to own a law firm with OR Thambo but he was a communist. The treasurer of the ANC was once Moses Kotana but he was a communist but he was supposed to raise money for the communist. Frederic Engels who came with the communist manifesto with Carl Max was a businessman"

6.5 WHAT IMPACT DOES MOVING BETWEEN THE TWO SPHERES HAVE ON THEM?

There was no clear stance from the researched leaders on Hofstede's (1994) pronouncements that the environment in which organisations operate affects the management process through the collective mental programming of its members and its management. He suggests a new environment can be dogmatic, and thus change the way leaders think, behave and lead. A comment which leans towards the above submission was as follows: *"When I entered the corporate world, I found boardroom politics boring, the stage was too small and I needed to be sensitive to the egos of other members".* Another respondent mentioned that *"the size of the stage, the size of social issues shrunk."*

The leaders commented on the "learning curve" as mentioned by Hill and Farkas (2006) in their submission that that the cost for the individual who switches from the public sector to private sector is a steep learning curve with regards to the financial and cultural aspects of business. This was corroborated by the comment that: *"Moving between spheres does affect you, as you enter a new sphere you start at the bottom. You learn how to make tea and photocopy, if you are at a peak of the s-curve you drop some notches in order to move up curve the second curve."*
"I transitioned with some, modified some and learned some."

The suggested model is reflected in figure 8 below.

Figure 8: The Competency Curves of Learning as the Leader Transition from different environments
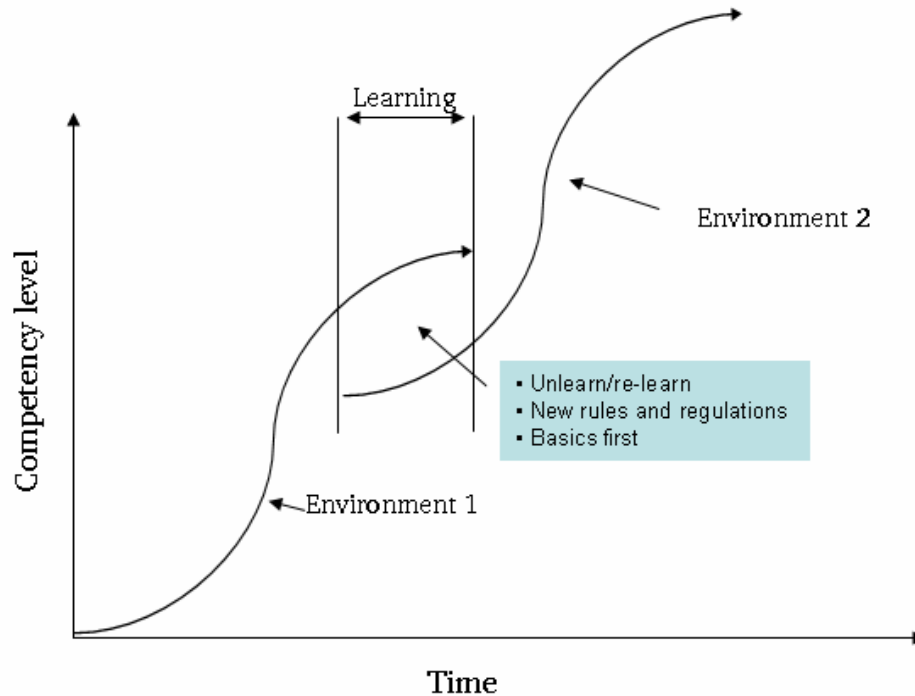
Limited autonomy was cited as a negative factor facing the leader when they transition from the public to the private sector. The comment below is an example:

"Working around constraints such as budgets, time schedules and measurable outcomes is daunting if you come from the public to the private sector". "The negative impact of entering the private sector is working on a centralised business model where autonomy of decision-making is removed."

Hooijberg and Choi (2001) concur with Drill (1959) by arguing that leaders in public sector organisations may adopt different behaviours compared with

leaders in private sector organisations because these organisations afford their managers different amounts of discretion which in turn affects how they lead. Comments which justify the reasons for moving between the two spheres are shown on section 5.1.8. They are dominated by career aspiration, financial imperatives , and the economy as seen as a new struggle/challenge.

6.7 IMPACT OF POLITICALLY DEVELOPED SKILL ON BUSINESS

The results indicated that 100% of the respondents believe that politically developed leadership skills are valuable in achieving business goals.

6.8 PRIVATE - PUBLIC LEADERSHIP COMPARISON

The researcher initially found it challenging to postulate a relationship between the Competing Value of a Leadership Role Model and the studied environments as suggested by O'Neill & Quinn(1993), Quinn (1988), Quinn & Rohrbaugh (1983) and Hooijberg (1996).

The paradox of adaptability and flexibility, together with the requirement of being stable and controlled is appreciated by the researcher, but it does not explicitly differentiate between the two spheres. The only clue hinted on the interview discussions which is parallel to the model was on the respondents' comments regarding the impact they experience due to moving between the spheres. Comments on negative impact to the leader centered on the size of a stage.

E.g *"The impact of moving between the spheres is the size of the stage, the size of social issues"*

This is interpreted to mean that the leader has to adjust along the horizontal and vertical plane of the value of a leadership role model and stabilize according to the demands of the new environment.

The comments from the interviews expressed a view that the movement from government to business suggested a change from being externally focused to being internally focused. *"My skill is on taking the small things into a world stage"*

The comment which resonates with the current study is that public sector managers have less discretion in exercising leadership than in private sector organizations, due to the loss of autonomy, as discussed above (Hooijberg and Choi 2001).

The submission that leadership behaviour and effectiveness might differ significantly within different economic sectors because of differences in their environments (in terms of market forces and exposure to legislation, civil service rules, etc.) was mentioned during the interviews (Hooijberg and Choi 2001). For example:

"Working around constraints such as budgets, time schedules and measurable outcomes is daunting if you come from the public to the private sector".

"The negative impact of entering the private sector is working on a centralised business model where autonomy of decision making is removed"

The private/public leadership comparison can be explained by identifying the differences that exist in the leadership competencies which are critical in drive performance between public (political) and private sector (business).

According to the t-test results, all competencies are of the same level of importance across the two spheres, except the skill of technical competence, political savvy, establishing direction and goal orientation skill. This means that these eighteen competencies are transferable between the public and private sectors.

Supporting comments are as follows*:*

"I moved with my skills, sharing them with colleagues."

"....contributing my skills to government - skills are movable.."

"The leadership skills are transferable, the same skills I used in the struggle are still used in business to date…the unpopular decisions I made during the struggle are still made in business... as an example, taking South African companies to Africa is still seen as unpopular but I made that decision."

A further statistic was run in order to establish general agreement between the respondent's scores on competencies across the two researched areas. This basically means that for both political and business datasets indicated, there is agreement between the leaders and they are in essence seeing the same thing.

6.9 CONCLUSION

After centuries of exhaustive study of leadership, there is still interesting new information that is unearthed. The researcher's respondents unknowingly offered new meaning to the definition of leadership.

The researched leaders were found to possess similar leadership competencies to those cited in the literature. Most importantly, the findings allow the researcher to conclude that the leadership competencies are transferable between the different spheres. Technical competence, political savvy, establishing direction, innovation and goal-orientation were the only skills which, according to the research, do not have equal significance across the political and private sectors.

An interesting revelation was that the studied leaders are driven by personal values rather than ideologies.

The value added by the researched business leaders in South Africa were found to be centred around the paradox of the perceived need to have a positive impact on society, the obsession with protecting their core values, while at the same time staying aligned to profit-making for the sake of shareholders. Increasing individual productivity offered a meaningful solution.

The learning curve, in the form of learning more skills as the leader moves, and also adjusting to the environment, was found to have an impact, to a certain degree, on the leader.

"The size of the stage" issue is based on a "competing value framework", which suggests a paradox between the leader being flexible while exercising stability and control, and also maintaining internal focus on the company while being mindful of external orientation.

7 CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter aims to crystallise the findings of the research questions as reflected in Chapter 1. The findings will be summarised, and useful conclusions will be extracted which will be linked to recommendations. This section is concluded by recommendations for future research.

7.2 FINDINGS FROM THE STUDY

The findings were centred on the purpose of the study and the research questions discussed in Chapter 1.

The first major finding, which was discussed in Chapter 2, is that the researched leader defines leadership to mean a chronological set of events which include reading the situation, interpreting the situation according to the leader's perspective (values), making a decision to act, and then acting with the aim of attaining certain results.

7.2.1 WHAT LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE DO THE CORPORATE LEADERS WHO WERE POLITICAL ACTIVISTS AND PUBLIC SECTOR ADMINISTRATORS POSSESS?

The research found that the respondents possess competencies which are congruent with those depicted in the literature. Communication was found to be most appreciated, together with integrity. Resilience was found to be important, although it was not part of the researcher's studied list.

The research shows that personal values play a major role in the thinking, behaviour and attitude of the profiled leaders.

The values they posses were found to be a prism through which they view their environment.

The major finding of this study is that the leadership competencies, some of which might have been developed during the struggle, are transferable to government and to business. The study revealed that 80% of the studied competencies have equal status in both the political realm and the business sector except that technical competency, establishing direction and innovation skills are more important in business than in the public sector.

Political savvy was found to be is important in the political sphere only

The research findings suggest that the dominating factors which motivate politically-orientated leaders to the transfer to the business sector include:

- Career aspirations
- Financial aspirations
- The economy seen as a "new struggle"

7.2.2 WHAT IMPACT DO THEIR LEADERSHIP IDEOLOGY AND COMPETENCY PROFILE ADD TO THE COMPANIES THEY LEAD?

The research results revealed that these leaders impact the environment and the companies they lead through:

1. Their shared values of humanity, fairness and justice;
2. Yielding to the social ills of the country while maximising the shareholders value;
3. Instilling a culture of delivery - a new patriotism in business.

7.2.3 WHAT IMPACT DOES MOVING BETWEEN THE STUDIED SPHERES HAVE ON THEM?

The study also found that the adjustment from flexibility to control or external focus to internal focus or vice versa has an impact on the leaders, as suggested by the Competing Values Framework of Leadership model as shown under section 2.3 above. The impact to them was found not to be explicit. It is possible that the researched leader is not fully aware of this impact.

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7.3 RECOMMENDATIONS AND NEW INSIGHT

The recommendations cited below are targeted to benefit the following audience:

1. The researched leader, who should gain value from this study through self-understanding;

2. The academic and scholar of leadership, through the contribution of this work to the leadership debate and to the body of leadership knowledge;

3. The business corporations in which the sampled leaders work and lead. It is hoped that such businesses would gain a deeper understanding of the researched individuals and thus maximise the value they add.

7.3.1 ACT OF LEADERSHIP

The first presentation is centred around the definition of leadership. It is recommended that is should embody the act of reading the situation, interpreting the situation according to the leaders perspective, making a decision to act and acting on a situation with the aim of attaining the desired results.

The findings of this research proposes the following model in defining of an act of leadership

Figure 9. An act of leadership Model
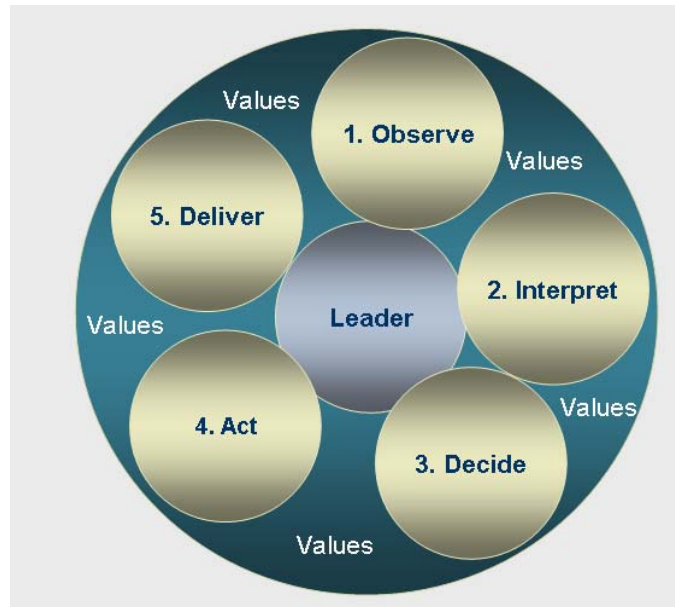
7.3.2   RESILIENCE OR ENDURANCE

Hogan and Kaiser (2005) group the resilience skill under the interpersonal domain (internalised standard to perform). This skill was highly regarded by the researched leaders and was one of the top three most frequently mentioned skills, after communication and integrity. It is recommended that the resilience/endurance competence be included when characterising this researched group of leaders.

7.3.3 THE POWER OF PERSONAL VALUES

A revelation that values, rather than ideology, are responsible for the politicised leader's character, requires a deeper understanding. This work

found that the researched leaders' values are closely guarded, and the leaders would go to the extent of 'willing to die' in order to defend their values.

Another paradox which this research found was that the researched group of leaders could be seen to be somewhat 'soft hearted', volatile and caring individuals, but their action and outer expression displays a certain uncompromising 'toughness'. A simple "onion ring" model can be used to illustrate this:

<u>Figure 10. The personal values model</u>

Soft but aggressive inner core
Highly guarded values

Outer cover hard but less passive
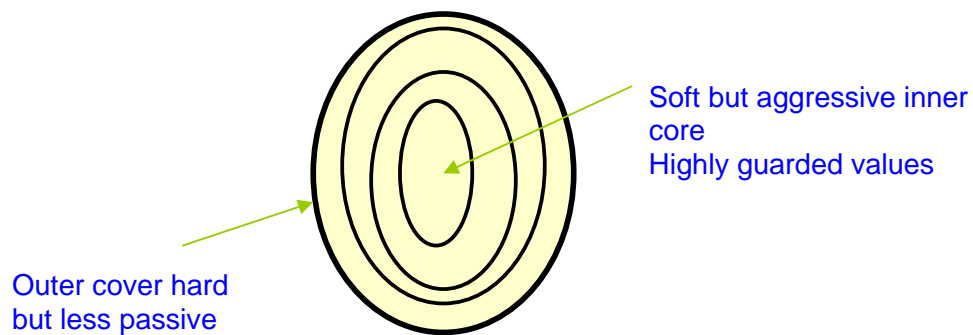
At the centre of the researched leader's character is a set of humble values which direct his life, i.e. fairness, justice and basic democracy. The surface appears tough and with less "give", but the more the surface layers are peeled away, and the values "attacked", the more volatile the onion becomes. The volatility increases with every layer peeled towards the centre core.

Their involvement of these leaders in the struggle was value based, and their contribution to government is value based, and they ensure that the businesses they lead are in harmony with their core values.

7.3.4   A CULTURE OF PERFORMANCE

The need to resolve the tension created between pure business delivery and the desire to address the country's social problems needs to be considered. This research suggests a viable "win-win" situation for both businesses and the community in that the researched leader can play an useful role in instilling a culture of performance through their leadership competencies and transformational/charismatic characteristics.

7.4 RECOMMENDATIONS FOR FUTURE RESEARCH

The qualitative exploration was framed around 2 sub questions (see appendix B).

1. It is recommended that research should concentrate only on a few questions, in order to gain more depth and insight.
2. Further research work on the role of personal values in driving a leader's behaviour would be useful and why the importance of ideology disappear

3. The impact of changing the environment to the leader was not apparent. It is possible that they did not notice the negative impact themselves. A suggestion for further research would be to extend the interview and ask those around them e.g. Friends, family, colleagues and business partners.

4. It would be useful to research if all top leaders are value-driven, or whether this is applicable only to business leaders with a political struggle background? What about those who stayed in politics or is the phenomenon specific to leaders who transitioned to business

5. Although the sequence of the leaders' environmental exposure (struggle, government and business) did not reflect different results, it would be interesting to compare business leaders without struggle background with those who were groomed in the struggle.

6. It would also be interesting to divide the struggle background into those leaders who remained in the country, those who were imprisoned in jails like Robben Island and those who went into exile in different countries.

7.5 CONCLUSION

The exploration of the business leader with a struggle and government background yielded valuable insight to their competencies. This will add knowledge to leadership studies and assist in the development of leaders in the future.

This study did not only produce new knowledge, but it was a wonderful learning journey for the researcher.

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APPENDICES

APPENDIX A: CONSISTENCY MATRIX

QUESTIONS	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
Research question 1 What leadership ideology and competency profile do they possess?	Thach and Thompson, 2006 Dubrin, 2004 Robbins and Judge, 2007 Von Krosigk, 2006 Horey and Fallesen, 2003 Littlefield, 2004 Collins, 2006 Hogan and Kaiser (2005)	**Appendix B** Section 2 Questions 2.1 to 2.4	Quantitative analysis
Research question 2 What Impact do their leadership ideology and competency profile add to the companies they lead?	Hill and Farkas, 2006 Onyeani, 1992 Chetty, 2006 Dubrin (2004)	**Appendix B** Section 3 Questions 3.1 to 3.4	Quantitative analysis
Research question 3 What impact does moving between the two spheres have on them?	(Dubrin 2004), Hooijberg and Jaepil (2001), Thach and Thompson (2006)	**Appendix B** Section 4 Questions 4.1 to 4.3	Quantitative analysis

APPENDIX B1: QUESTIONNAIRE

1. Introduction\Getting acquainted - 5 minutes

The purpose of this first short section is to allow both the interviewer and the interviewee to know each other. The demographical background of interviewer as well as the purpose and courteous rules of the interview will be discussed. The interviewer will ask for permission to use a recorder and ensure the interviewee of confidentiality of information.

The following open ended questions will be asked, followed by further probing where necessary.

2. Leadership ideology and competency profile – 30 minutes

2.1. What does leadership mean to you?

2.2. Tell me about your leadership story. What was the defining moment in your leadership career?

2.3. What ideology propelled your actions?

2.4. What would you say are your significant leadership qualities?

3. Impact of leadership ideology and competency profile on companies – 30 minutes

3.1. How do you think your political ideologies shape your thinking and behaviour and how does this transcend to the capitalist dominated corporate environment?

3.2. What value do you think your orientation and development add to the company(s) you are currently leading? What is its relevance in the current South Africa?

3.3. Your leadership was developed in the struggle as a political activist and you are currently leading business. Does this come at a cost? (Disadvantages)

4. Impact of moving between the three spheres – 30 minutes

4.1. You contributed immensely in the political struggle and also in government. You are currently in business. Do you mind telling me about what drove your move from public to private sector?

4.2. Do you think your leadership characteristics changed when they made the transition(s)?

4.3. What happened to the ideals you entered with?

5. Any final thoughts? - 10 min

5.1. Can you please rank the following leadership qualities in an order of their significance in the political arena as compared to business? Also please indicate if a specific politically developed quality hinders or assists in your current role in business. See appendix C.

The above questions act as a guide, some interviewees might answer all questions without probing. The refinement of questions will be done once pilot testing of questions is complete.

APPENDIX B2: QUANTITATIVE DATA COLLECTING TOOL

Leadership Competence	Political Arena Importance		Business Arena Importance		Impact on business Hinders/Helps	Changes in use of competence
	Low	High	Low	High		
Integrity/honesty	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Developing others	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Technical competence	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Communication	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Diversity consciousness	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Political savvy	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Strategic/visionary	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Customer focus	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Interpersonal skills	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Business skills	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Team leadership	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Being inspirational	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Change agent	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Problem-solving	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Decision-making	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Influence skills	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Conflict management	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Networking	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Establishing direction	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Driving value creation	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	
Social empathy	0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		- 0 +	

APPENDIX C: TABLES

Table 1 – Characteristics of Transformational Leaders (Robbins and Judge, 2007).

Characteristics of Transformational Leaders	
Characteristic	**Meaning**
Idealized Influence	Provides vision and sense of mission, instils pride, gains respect and trust.
Inspirational Motivation	Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.
Intellectual Stimulation	Promotes intelligence, rationality, and careful problem solving.
Individualized Consideration	Gives personal attention, treats each employee individually, coaches, advises.

Source: Robbin S. and Judge T. (2007) *Organisational Behaviour.* New Jersey*:* Prentice Hall

Table 2 – Key characteristics of Charismatic Leaders (Robbins and Judge, 2007).

Characteristics of Charismatic Leaders	
Characteristic	**Meaning**
Vision and articulation	Has a vision-expressed as an idealized goal-that proposes a future better than the status quo, and is able to clarify the importance of the vision in terms that are understandable to others.
Personal risk	Willing to take on high personal risk, incur high costs and engage in self sacrifice to achieve the vision.
Sensitive to followers needs	Perceptive of others' abilities and responsive to their needs and feelings.
Unconventional behaviour	Engages in behaviours that are perceived as novel and counter to norms

Source: Robbin S. and Judge T. (2007) *Organisational Behaviour.* New Jersey*:* Prentice Hall

TABLE 3: Ranking of 23 leadership competencies/skills by sector (Thach and Thompson 2007)

Competency/skill	All leaders %	For-profit leaders %	For-profit leaders Rank	Public/non-profit leaders %	Public/non-profit leaders Rank
Honesty and integrity	84.3	83.6	1	85.2	1
Being collaborative (team player)	66.1	63.3	2	69.4	2
Developing others	58.9	57.8	3	60.2	3
Adaptability	54.2	51.6	5	57.4	4
Self-confidence	53.0	56.3	4	49.1	7
Positive outlook	50.4	47.7	7	53.7	6
Conflict management	47.9	42.2	9	54.6	5
Customer service	47.5	51.6	5	42.6	9
Strategic thinker	45.8	45.3	8	46.3	8
Time management	43.2	48.4	6	37.0	10
Self-knowledge of strengths and weaknesses	42.8	48.4	6	36.1	11
Emotional self-control	36.9	39.1	10	34.3	12
Being inspirational	35.6	29.7	14	42.6	9
Employee performance management	33.1	37.5	11	27.8	14
Initiative and achievement orientation	30.5	31.3	13	29.6	13
Being visionary	29.7	32.0	12	26.9	15
Influence skills	26.7	28.1	16	25.0	16
Stress management	26.3	25.0	18	27.8	14
Empathy to others	24.6	25.8	17	23.1	17
Political and organizational awareness	22.9	18.8	19	27.8	14
Marketing and sales	19.1	28.9	15	7.4	20
Being a change agent	17.4	18.8	19	15.7	18
Accounting and finance	14.0	16.4	20	11.1	19

Source: Thach E. and Thompson K (2007) Trading places: Examining leadership competencies between for-profit vs. public and non-profit leaders Leadership & organization. *Development journal* .vol:28 iss:4

APPENDIX D: PARTICIPANTS

Targeted Interviewee	*Source of contact*
Jay Naidoo	Referred by his colleague who is my classmate

Jay Naidoo, born on 20 December 1954, was the first secretary general of COSATU and was re-elected for three successive terms. In the 1994.He was appointed Minister responsible for the Reconstruction and Development Programme (RDP) in Nelson Mandela's cabinet. In 1996 Jay was made responsible for the Ministry of Telecommunications, Post, and Broadcasting. In that capacity, he worked closely with telecommunications Ministers in Africa which led to the adoption by over 44 countries of an overall policy framework called the African Connection. At the end of his tenure in the first democratic parliament in 1999 he stepped down from politics.

In that year he launched the J&J Group, a private investment company. Jay is currently the Chairman of the J&J Group Development Trust as well as Chairman of Lesaka Holdings, a consumer services organization in which trade unions hold 70% shareholding. He is also Chairman of the Development Bank of Southern Africa.

from Wikepedia

Gab Mampone	Referred by my colleague who is his friend.

In addition to his other responsibilities in 1999 Gab was responsible for over nineteen SABC radio stations, Gab, graduate of Wits University where he obtained a BA(Hons) in International Relations as well as two post graduate qualifications from Wits Business School, Gab Mampone is a member of both the International Forum and the Institute of Marketing Management.

He holds an MBA from De Montfort University, having authored a dissertation on "The factors influencing the decline of radio advertising expenditure and an in-depth analysis of radio advertising within the South African context". He has also completed courses at the Institute of Marketing Management, the Gordon Institute of Business Science. He is a qualified and practicing Chartered Marketer. Before being appointed as an acting group CEO in 2008, Gab Mampone was the broadcaster General Manager of Radio Sales at the SABC with a staff complement of more than 170 people, his duties covered a range of responsibilities Mampone was appointed as an Audit Committee member of the Government Communications and Information Service.

From http://www.bizcommunity.com

Jayendra Naidoo	Referred by his colleague who is my classmate

Jayendra Naidoo serves as a Non-Executive Director of Faritec Holdings Ltd. Mr. Naidoo is the joint Chief Executive Officer of J&J Investments (Pty) Limited, which he started with former cabinet minister Jay Naidoo. He was the special representative of President Tabo Mbeki, serving as chief negotiator for Government on defence acquisition and counter trade negotiation. Between 1995 and 1999, he was Executive Director of the National Economic Development and Labour council (Nedlac).

He negotiated for Cosatu, and was responsible for setting up the National Economic Forum, Nedlac's predecessor. In 1991, he led the ANC-ASCP-Cosatu team that negotiated the National Peace Accord. Jayendra Naidoo together with Jay Naidoo started J&J, a technology-based company that would develop a footprint across the continent. In 2000 J&J started three companies: Consilience, an IT solutions joint venture with Tata of India; Miraculum, an e-procurement company with Old Mutual, Nedcor and Dimension Data.

from Financial mail.co.za & South African Government information

| Thandi Orleyn | Prior business discussion arranged by my friend |

Thandi was a senior partner with Johannesburg-based attorneys, Routledge Modise Moss Morris (RMMM) and heads up its Employment and Labour Law Department. She is also a co-founder of Peotona Capital, the women's investment company that owns a 16% share in Investment Holdings, a new generation black empowerment company. Ponahalo Investment Holdings holds a joint 50% stake in Ponahalo that owns 8% of the South African unit of De Beers, the world's top diamond miner, and is buying part of cement maker Lafarge SA.

She was admitted to practise in 1984 and, for the following 10 years, worked at the Legal Resources Centre - which focus is public interest and human rights law – specialising on the training, development and support of paralegals and advice centres. During this period, she also conducted litigation against various organs of the Apartheid state in such matters as pass law,the state of emergency legislation, forced removal and unfair dismissals. After Commission for Conciliation Mediation and Arbitration was established in 1996, a year later Thandi was appointed National Director with a R100-million start-up budget and a 1 000-strong team.

From :http://www.blackentrepreneurprofile.com

| Siphiwe Cele | Referred by a mutual friend |

Sipho was involved in students politics from an early age, he eventually went into exile and was accelerated through the leadership ranks of the

In 1976 a decision was taken by APLA High Command, Central Committee and the Military Commission to train Aviators and a group of 22 cadres were sent to the Nigerian Civil Aviation Training Centre, Zaria, Nigeria, where 14 Pilots, 4 Aircraft Electronic- and 4 Aircraft Engineers were trained. Siphiwe Cele was among the group that was selected and trained.

He is now at Nedbank, spearheading a project of taking the Nedbank strategy into Africa.

From: http://www.af.mil.za

| Dr. Rev. Victor Phume | Prior business discussion arranged by my friend |

Victor Phume was involved in community issued from around 1975.

After assessing critical current needs and challenges facing the body of Christ in post-apartheid South Africa, Phume realized that a major shortcoming of the church is neglect of the prophetic ministry given to the church. Victor Phume is the founder of The School of Prophets, He is also the founder and Senior Pastor of House of Joy Church.

He runs a successful cartoon production company and his major customer is the SABC.

Nkenke Kekana   Referred by a mutual friend

Mr Nkenke Nathaniel Kekana is a businessman, communications expect and amount others is known for his significant contributions in formulating South African's new telecommunications policy. he is currently Executive Director of Mowana and Chief Executive Officer of Msima Communications, these after his role as Chairperson of Portfolio Committee on Communications and as a Member of Parliament up to 2003.He was previously Group Executive Regulatory & Public Policy at Telkom SA from 2003 to 2005.Before he was a Member of Parliament from 1994 to 2003 and Chair of the parliamentary Portfolio Committee on Communications. During this time he hosted important public hearings on racism in Advertising & Marketing.

He is a business entrepreneur of note and is involved in a diverse portfolio of interest ranging from Financial, Communications, Construction and Engineering Services (Mowana Investments), Information Technology (Business Connexion) and Logistics (Krew Investments). Nkenke is the member of the African National Congress, and is actively involved in ANC National Elections Campaign responsible for media and communications.

Lincon Mali   Referred by his former colleague who is my classmate

Lincoln Mali is the Director: Customer Channels, responsible for Standard bank's Branches, Call Centres, Business and Private Banking Centres spread throughout the country with a staff complement of 12 000. Lincoln holds a BA (1990) and an LLB (1992) from Rhodes University and an MBA (2006) from Henley Management College in the UK. In addition, he has the following qualifications; 1999- Management Advanced Programme (MAP) from WBS; 2000–Advanced Programme in Management (APM) from GMIT; 2001 - Diploma in Advanced Banking (DAB) from RAU; 2003 –Strategic Management in Banking Programme (SMBP) from INSEAD in France and 2007 – Managerial Issues in the Global Enterprise from Thunderbird School of Global Management in Arizona, USA.

Lincoln started his professional career as a Candidate Attorney at Cheadle, Thompson & Haysom in 1993 and then joined the new South African government in 1994 as Ministerial Spokesperson and Advisor to the then Minister of Education, Prof SME Bengu. In 1997, he joined the Banking Council SA as a General Manager responsible for Public Policy, SME Development and Market Conduct Regulation.

Lincoln, a prominent former student activist has held numerous leadership roles including, President of the BSM at Rhodes University, National Vice –President of SASCO and former National Vice-Chairperson of the NECC. Lincoln is passionate about Leadership issues; Banking low income people; People Management challenges; Youth Development programmes, mentorship and motivational work, Social Justice initiatives and Politics.

David Noko   Cold Calling – Work Colleague

Prior to joining De Beers, David started his career at GEC, now Alstom, an international manufacturing company, in design engineering and maintenance management.

During this time he enrolled at Wits Technikon, where he completed a diploma in mechanical engineering in 1984. As a student engineer he was part of the project team that implemented Just-In-Time (JIT) philosophy at GEC.In 1987, he joined South African Breweries and gained exposure in many different technical areas of the business, including the implementation of World Class Manufacturing Principles.

He was promoted to senior management level in 1991 and moved through the ranks before

taking on new challenges in 1994. He then joined Pepsi Cola International, which provided him with extensive international and overseas experience.

He joined Air Chefs (Pty) Ltd, the largest company in South Africa at the time, in 1999 as CEO, where he continued to implement business and process reengineering, which resulted in significant cost savings for the company.

In June 2002, David joined De Beers at Corporate Headquarters in Johannesburg. In January 2003, he was assigned to the role of General Manager; Engineering, before being appointed General Manager at Kimberley Mines, the historical home of diamonds in South Africa, in January 2004. In Kimberley, David was fortunate to lead a team responsible for driving production to levels not seen since 1914 (two million carats in 2004). David took over as Managing Director of De Beers Consolidated Mines from Jonathan Oppenheimer in February 2006.David completed a Management Development Programme at Witwatersrand University in 1992 and a Masters in Business Administration at Heriot Watt University in 1998. He holds a Post-Graduate Diploma in Company Direction from the Graduate Institute of Management Technology (GIMT). He also attended the Senior Executive Programme at the London Business School in 2006..

http://www.debeersgroup.com

Chief Mosikare   Cold calling – Fellow student

Chief Sello Mosikare is a Deputy Director of Foreign Affairs heading the entire support portfolio of the DFA, i.e. Finance, Human Resources, Information Technology, Strategic Planning, Performance Management and Reporting and Communications. Providing leadership and strategic support to all the above listed functions. He also represent and liaise for the organization externally, with key stakeholders (Parliamentary Portfolio Committee, Inspector General, Auditor General, and National Treasury)

He completed his higher education at Madibane High School, Diepkloof, Soweto in 1989, this was after loosing 5 years of schooling due to student riots. He then enrolled at the University of the Witwatersrand, where he completed a Bachelor of Commerce in Accounting. In 1999 he obtained a Diploma in Advanced Financial at Damelin Business School, South Africa. Mr Mosikare also has a Postgraduate Diploma in Commerce at Cranefield College, South Africa. He is currently studying Masters in Business Administration at Gordon Institute of Business Science.

During the 90's he was an active member of the Student political movements where he held position as an Organizer for SA Students Congress Residence.
He started his career as in 1990 as a Trainee Accountant: Anglo-American Corporation (FreeGold Mines), promoted as a Cost Accountant and Payroll Manager. He then moved to Nampak in 1993 as a Divisional Cost Accountant. In 1998 He was a Finance and Strategy Management Consultant for Andersen Consulting Consortium where he was responsible for the Design and Implementation of Business Performance Management and Improvement solutions utilizing the Balanced Scorecard Tool for clients before joining the Department of Foreign Affairs in 2001 as Chief Financial Officer. In 2001 he was promoted to Deputy Director of Foreign Affairs
from his curriculum vitae

Ms Siobhan McCarthy   Cold calling – Fellow student

Siobhan McCarthy is a Chief director of Communication at the Department of Home Affairs, prior to that she was an acting Head of Communication at Trans-Calendon Tunnel authority were she was responsible for developing and implementing communications strategy, monitoring and evaluation of implementation of strategies.

She completed her B.Sc. (Hon.) Medical Microbiology at the University of Leeds, United Kingdom in 1992, Programme in Entrepreneurship, Graduate School of Business, University of Stellenbosch and is currently going her Masters in Business Administration Gordon Institute of Business Science (GIBS), University of Pretoria

from her curriculum vitae