

**The influence of transformational leadership in business model innovation
within social enterprises.**

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Abstract

The complexity of a rapidly changing environment compels organisations, including social enterprises, to continuously change their business models to respond competitively and effectively to evolving market demands. Innovative business models are valuable for social enterprises as they navigate the dual mission of achieving social impact and economic success, often in resource-constrained environments.

The study explored the influence of transformational leadership on business model innovation within social enterprises. Through qualitative interviews with South African leaders of social enterprises, transformational leadership and its impact were researched to determine the extent of its contribution to enhancing employee engagement and motivation, creating an environment conducive to change, creativity and problem-solving, and enabling social impact and sustainability. The study validated idealised influence, inspirational motivation, individualised consideration and intellectual stimulation as key components of transformational leadership. It also developed a new model illustrating how transformational leadership can drive change, facilitate social impact and adapt to complexities faced, showing how transformational leadership can be a catalyst for sustainable business model innovation within the context of social enterprises.

Keywords

Transformational leadership, business model innovation, social enterprises

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Philosophy [Corporate Strategy] at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

24 November 2024

Name

Date

CONTENTS

<i>Abstract</i>	<i>i</i>
<i>Declaration</i>	<i>ii</i>
<i>List of figures</i>	<i>iii</i>
<i>List of tables</i>	<i>iv</i>
CHAPTER 1: INTRODUCTION	1
1.1 Business relevance of the research problem	2
1.2 Theoretical grounding of the research problem	3
1.3 Research questions	4
1.4 Research aims	5
1.5 Research contribution	5
1.6 Research scope	6
1.7 Structural outline of the research report	6
1.8 Conclusion on the introduction	8
CHAPTER 2 LITERATURE REVIEW	9
2.1 Structure of literature review	9
2.2 Transformational leadership	9
2.2.1 Introduction to transformational leadership	9
2.2.2 Transactional and transformational leadership	10
2.2.3 Definition of transformational leadership	12
2.2.4 Benefits of transformational leadership	13
2.2.5 Conclusion to transformational leadership	13
2.3 Organisational culture and climate	15
2.3.1 Introduction to organisational culture and climate	15
2.3.2 Organisational culture and climate	15
2.3.3 Conclusion on organisational culture and climate	16
2.4 Business model innovation	16
2.4.1 Introduction to business model innovation	16
2.4.2 Definition of business model innovation	16
2.4.3 Business model innovation and social enterprise	17
2.4.4 Conclusion on business model innovation	17
2.5 Social enterprises	17
2.5.1 Introduction to social enterprises	17
2.5.2 Social enterprises and social impact	18
2.5.3 Challenges faced by social enterprises	18
2.5.4 Conclusion on social enterprises	19

2.6 Conclusion on literature review	19
CHAPTER 3 RESEARCH QUESTION	21
3.1 Research question 1	21
3.2 Research question 2	22
3.3 Research question 3	22
3.4 Summary of research questions	23
CHAPTER 4 RESEARCH METHODOLOGY	24
4.1 Introduction	24
4.2. Research design	24
4.2.1 Exploratory research	24
4.2.2. Interpretivist and epistemological approach	25
4.2.3. Constructionist ontological approach	25
4.2.4. Naturalist approach	25
4.3. Population	26
4.4. Sampling method	26
4.5. Data Collection	28
4.5.1 Semi-structured interviews	28
4.5.2. Research instrument	29
4.5.3 Recording and transcribing interviews	31
4.6 Data analysis	32
4.6.1. Thematic analysis	32
4.7. Research rigour	32
4.8. Ethical considerations	33
4.9. Limitations to the research methodology and design	34
4.10. Conclusion on research methodology	34
CHAPTER 5 RESEARCH FINDINGS	36
5.1. Introduction	36
5.2 Sample description	37
5.3 Findings on research question 1	39
5.3.1 Transformational leadership definition and traits	39
5.3.1.1 Defining transformational leadership	39
5.3.1.2 Transformational leadership characteristics	40
5.3.1.3 Summary on transformational leadership definition and traits	41
5.3.2 Transformational leadership behaviour	41
5.3.2.1 Transformational leadership behaviour – adapting	41
5.3.2.2 Transformational leadership behaviour - authenticity	42
5.3.2.3 Transformational leadership behaviour - value of lived experience	42

5.3.2.4 Transformational leadership behaviour – communication	43
5.3.2.5 Transformational leadership behaviour - role modelling	43
5.3.2.6 Transformational leadership behaviour – empathy	44
5.3.2.7 Transformational leadership behaviour – empowerment	45
5.3.2.8 Summary of transformational leadership behaviour findings	45
5.3.3 Transformational leadership mindset	45
5.3.3.1 Transformational leadership mindset; non-traditional approaches to leadership	46
5.3.3.2. Transformational leadership mindset - ethical management and integrity	47
5.3.3.3 Summary on transformational leadership mindset findings	47
5.3.4 The transformational leader as an enabler	47
5.3.4.1 Transformational leader as an enabler - supporting followers	48
5.3.4.2 The transformational leader as an enabler - fostering collaboration	48
5.3.4.3 Transformational leader as an enabler – development of followers	49
5.3.4.4 Transformational leader as an enabler – instilling trust	50
5.3.4.5 Summary of the transformational leader as an enabler	50
5.4 Findings on Research question 2	51
5.4.1 Transformational leadership and organisational culture and climate	51
5.4.1.1 Transformational leadership and culture	51
5.4.1.2 Transformational leadership and climate	52
5.4.1.3 Summary on findings on transformational leadership and organisational culture and climate	54
5.4.2 Transformational leadership and employee engagement and motivation	54
5.4.2.1 Transformational leadership and employee engagement	
5.4.2.2 Transformational leadership and motivation	55
5.4.2.3 Summary on findings on transformational leadership and employee engagement and motivation	56
5.4.3 Transformational leadership and creativity - innovation and problem solving	57
5.4.4 Benefits of innovation and problem-solving	59
5.4.5 Summary on findings on transformational leadership and creativity - innovation and problem-solving	60
5.5 Findings on Research question 3	61
5.5.1 Transformational leadership and business model	

Innovation	61
5.5.1.1 Transformational leadership and business model innovation - drivers of innovation	61
5.5.1.2 Transformational leadership and business model innovation - types of business model innovation	63
5.5.1.3 Transformational leadership and business model innovation – benefits of business model innovation	64
5.5.1.4 Summary of findings on transformational leadership and business model innovation	65
5.6 Transformational leadership influence on business model innovation and change management	65
5.6.1 Change management - strategies to overcome resistance	66
5.6.2 Summary on findings on transformational leadership and change management	67
5.7 Transformational leadership and sustainability	67
5.7.1 Summary on transformational leadership and sustainability findings	69
5.8 Summary on Research Findings	70
CHAPTER 6: DISCUSSION	72
6.1 Introduction	72
6.2 Discussion of research question 1	72
6.2.1 Recap of research question 1 findings	72
6.2.2 Comparison of research findings with literature review	73
6.2.3. Transformational leadership	73
6.2.4 Summary of the conclusion of the discussion of research question 1	75
6.3 Discussion of Research Question 2	76
6.3.1 Recap of research question 2 findings	76
6.3.2 Comparison of research findings with literature review	77
6.3.2.1 Transformational leadership and employee engagement and motivation	77
6.3.2.2 Transformational leadership and organisational culture and climate	77
6.3.2.3 Transformational leadership and creativity, innovation and problem-solving	78
6.4 Discussion of Research Question 3	78
6.4.1 Recap of research question 1 findings	79
6.4.2 Comparison of research findings with literature review	80

6.4.2.1 Transformational leadership and business model innovation	80
6.4.2.2 Transformational leadership and change management	81
6.4.2.3 Transformational leadership, impact and sustainability	82
6.5 Conclusion on research findings and literature review	83
CHAPTER 7: CONCLUSION	85
7.1 Principal theoretical conclusions	85
7.1.1 Introduction	85
7.1.2 Principal theoretical conclusions on the primary research question	85
7.1.3 Principal theoretical conclusions on research sub-question 1	86
7.1.4 Principal theoretical conclusions on research sub-question 2	87
7.1.5 Principal theoretical conclusions on research sub-question 3	87
7.1.6 Principal theoretical conclusion on theoretical frameworks	88
7.2 Research contribution	92
7.2.1 Introduction	92
7.2.2 Theoretical contributions	92
7.2.3 Practical contributions	93
7.2.4 Summary of research contributions	93
7.3 Recommendations for management and social entrepreneurs	93
7.3.1 Introduction	94
7.3.2 Recommendations for fostering transformational leadership qualities	94
7.3.3 Recommendations for enabling innovative business models	94
7.4 Summary of recommendations to managers and social entrepreneurs	95
7.5 Limitations of the research	95
7.5.1 Purposive sampling and generalisability	95
7.5.2 Sample size	95
7.5.3 Social desirability bias	96
7.5.4 Subjectivity in data collection	96
7.5.5 Researcher's bias and experience	96
7.6 Summary of limitations	96
7.7 Recommendations for future research	96
7.7.1 Expanding contextual frameworks	97
7.7.2 Additional dimensions of transformational leadership	97
7.7.3 Investigating mechanisms of change	98
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LIST OF REFERENCES	99

LIST OF APPENDICES 111

Appendix 1: Outreach message for interviews

Appendix 2: Consent form template

Appendix 3: Semi-structure interview guide

Appendix 4: Codebook

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LIST OF FIGURES

Figure 1: Roadmap of Literature Review (Author's compilation) 9

Figure 2: A comparison of transformational and transactional leadership styles (Author's compilation) 11

Figure 3. Theoretical model on transformational leadership influence on business model innovation (Bass, 1995) 13, 89

Figure 4: Transformational leadership catalyst framework for business model innovation in social enterprises 91

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LIST OF TABLES

Table 1: Report Structure (Author's compilation) 6

Table 2 - Thematic analysis codes (Author's compilation) 36

Table 3 - Profile of respondents and the represented social enterprises 38

CHAPTER 1 INTRODUCTION

The challenges of the dynamic business environment require all organisations to adapt and innovate (Del Giudice et al., 2019) to survive and thrive (Lüdeke-Freund, 2019). Social enterprises, which have a dual mission of social and economic impact are critical across all spheres of development, addressing societal changes in tandem with generating revenue (Sakarya et al., 2012; Steiner & Teasdale, 2019). Responding to social, environmental and economic challenges remains a significant opportunity for our generation's development (Speith et al., 2019). The need for transforming business models has become increasingly critical as organisations navigate periodic crises and pursue long-term sustainability (Del Giudice et al., 2019; Staessens et al., 2019). This study examines transformational leadership's role in driving business model innovation within social enterprises.

Social enterprises are valuable to any society, playing a role in development while addressing social needs (Weerawardena et al., 2021). However, like any organisation, they face challenges in the journey towards sustainability, including navigating internal and external environmental challenges and the insurmountable task of producing both social impact and economic returns (Islam & Habib, 2022). Achieving this balance requires innovative approaches to business models yielding positive benefits and returns aligned with dual missions (Lüdeke-Freund, 2019).

Under this backdrop, transformational leadership can empower social enterprises to navigate complexities by fostering business model innovation (Usman, 2020; Busari et al., 2020). As a leadership approach, transformational leadership inspires change, challenges the status quo and mobilises followers (Lyubykh et al., 2022; Peng et al., 2020) to implement strategies aligned with an organisation's purpose (Lasrado & Kassem, 2020). These leaders have the full potential to guide social enterprises through the intricate landscape of dual missions, enabling meeting social and economic goals (Simsek et al., 2018; Naderi et al., 2019).

The transformation of an organisation's business model (Shakeel et al., 2020), is the ability to create, adapt, and change how an organisation produces, captures and delivers value (Sjödin et al., 2019) which is important to social enterprises focused on maximising social value (Siebold, 2021; Gali et al., 2020). In a time of increased competition and resource constraints, the ability to leverage innovative business models can enhance the

sustainability and social impact of these organisations, enabling them to continuously rethink how they generate and deliver value (Siebold 2021; Anning-Dorson & Nyamekye, 2020).

The value of transformational leadership in driving innovation has been widely researched. However, there exists a notable gap in empirical studies exploring its occurrence within social enterprises and its influence on the business model innovation of these entities. Exploring the relationship of transformational leadership on business models and within social enterprise can reveal whether transformational leadership has similar outcomes in social enterprises as in traditional businesses - such as increased employee engagement, productivity and overall performance (Farahnak et al., 2019; Katou et al., 2020). This study aimed to fill this gap by examining how transformational leadership affects business model innovation within a social enterprise context. Furthermore, the research aimed to contribute to the growing literature on effective leadership that enables sustainability, from a social entrepreneurship lens.

1.1 Business relevance of the research problem

The study is relevant to business for several reasons. It helps to understand the impact of transformational leadership on business model innovation and provides valuable insights for social entrepreneurs interested in increasing the performance and sustainability of their organisations (Kamaludin, 2023). Furthermore, it looks at how the leaders can implement strategies that foster creativity, adaptability (Amabile, 2014) and social impact by leveraging the behaviour and characteristics of transformational leadership who drive innovative business models (Schiuma et al., 2021).

In addition, the study offered practical implications for supporters of social enterprises. By understanding factors contributing to successful business model innovation, investors and stakeholders can enhance their ability to make informed decisions about allocating resources and supporting organisations, thus maximising their investment and commitment for significant impact. The successful link between transformational leadership and business model innovation (Yao et al., 2024) can enable broader support and advocacy for the leadership style in effecting social impact.

Exploring practical examples of how social enterprises in South Africa drive business model innovation offers insights from transformational leaders navigating the complexities of dual missions within an emerging market. Like other emerging economies, South Africa faces some of the world's most "wicked challenges", including

poverty, inequality and environmental degradation (Niskanen et al., 2021). Reviewing case studies from this context helps uncover how transformational leadership can effectively cultivate innovative solutions that address social issues and create viable economic opportunities (Kamaludin, 2023; Yao et al., 2024; Karimi et al., 2023). These insights are critical, particularly relating to "context matters" and in providing a unique perspective on the way social enterprises in emerging economies adapt (Gupta & Srivastava, 2021; Agarwal et al., 2017)). Furthermore, such insights can benefit practitioners and policymakers looking for scalable solutions to gain inspiration and information from social entrepreneurship (Baker & Weerakoon, 2024). Given the global community's commitment and interest in prioritising sustainability, knowledge of the interplay between transformational leadership and business model innovation contributes to discussions on sustainable practices (Dhir et al., 2023) that affect economic and development initiatives.

Finally, the study presented the unique circumstances, challenges, and opportunities that social enterprises navigate in the broader field of business management. The study is of equal value to other organisations looking to balance social and economic objectives and remain sustainable despite a complex and rapidly changing business environment, showing pathways for traditional businesses to integrate social outcomes or enhance business model innovation to increase social performance.

1.2 Theoretical grounding of the research problem

The following section sets the theoretical framework underpinning the qualitative research study on the influence of transformational leadership on business model innovation within social enterprises. Transformational leadership is characterised by idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration (Bass, 1995). These elements will be presented in their position to employee engagement and organisational culture as drivers of business model innovation within the unique context of social enterprises.

Transformational leadership is a prominent principle within organisational and business studies. Its framework has attracted attention for its ability to inspire and motivate team members to meet or exceed organisational performance and expectations (Paarlberg & Lavigna, 2010; Schwarz et al., 2020). This section will explore the theoretical underpinnings of transformational leadership, including critical tenets, historical context, and perspectives from contemporary research.

Transformational leadership comprises four primary components: idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Through idealised influence, leaders become role models to their followers and earn their trust and respect (Afshari, 2021; Dionne et al., 2004). Inspirational motivation results from the leader's ability to communicate a compelling vision that inspires and mobilises followers (Salas-Vallina et al., 2020; Dionne et al., 2004) around organisational goals and the commitment to fulfil desired outcomes. Intellectual stimulation entails challenging team members' assumptions, encouraging them to solve problems and be creative (Khan et al., 2022; Dionne et al., 2004). Finally, individualised consideration is a leader's ability to address each team member's unique needs when fostering everyone's development (Afshari, 2021; Dionne et al., 2004).

Various studies have positively linked transformational leadership to critical organisational outcomes, including employee engagement, job satisfaction and resilience during change (Faupel & Süß, 2018; Odeh et al., 2021). Furthermore conducting leadership ethically significantly enhances transformational leadership's effectiveness as leaders who demonstrate fairness and integrity (Berkovich & Eyal, 2019) can better foster trust and commitment among followers (Bahadori et al., 2021).

The theoretical underpinnings of transformational leadership include disciplines such as psychology, sociology and management (Siangchokyoo et al., 2020). Abraham Maslow's theory on the hierarchy of needs posits that people are motivated by a progression of needs (Zhao et al., 2022); as they ascend, they ultimately arrive at fulfilling higher-order needs such as self-esteem and self-actualisation (Compton, 2018). Leaders who can address high order needs effectively can inspire followers to achieve their full potential (Bakker et al., n.d). In addition, charismatic leadership illustrates the ability of leaders to exert influence and foster devotion and loyalty (Meslec et al., 2020) through their communication prowess, passion and vision setting (Humphreys & Einstein, 2003).

Transformational leadership has yielded positive outcomes, including enhanced employee satisfaction, improved performance, and increased organisational commitment (Gerjards et al., 2019). These outcomes would be of great value in the specific context of social enterprises due to their ability to drive innovation in business models and generate economic and social impact. Extending the same framework provided an exciting opportunity to investigate how transformational leadership fostered business model innovation within social enterprises, equipping them to address dual missions effectively.

1.3 Research questions

The primary research question for the study was *the influence of transformational leadership on business model innovation within social enterprises*. This was used to investigate the interplay of these three concepts: transformational leadership, business model innovation, and social enterprises.

The first sub-research question explored was: *How do individuals embody and enact the characteristics of transformational leadership within their professional roles?* The question looked to discover how individuals embodied and enacted characteristics of transformational leadership in their professional roles.

The second sub-research question was: *How does transformational leadership influence employee motivation, creativity and organisational culture?* This sub-research question explored how transformational leadership influences a positive and productive employee and organisational environment through mechanisms such as employee motivation, creativity and culture.

The third sub-research question was: *How does transformational leadership facilitate business model innovation and identify opportunities to address social and developmental challenges?* This final sub-research question explored how transformational leadership facilitated business model innovation and identified opportunities to address social and development challenges inherent to a social enterprise.

1.4 Research aims

The study investigated the influence of transformational leadership on business model innovation within social enterprises relating to the experience of South African social enterprises. This study also examined the overall impact of transformational leadership, including the degree to which transformational leadership-driven innovation contributes to achieving economic and social objectives. Furthermore, it provided insights into how effective leadership fosters sustainable development through innovative business practices. The study also reflected the complex interplay between transformational leadership and social enterprises.

1.5 Research contribution

This study has a multi-faceted research contribution, it explored the influence of transformational leadership within social enterprises while simultaneously exploring the

drivers of business model innovation. It filled a gap in understanding how leadership catalyses innovation to address the dual missions faced by social enterprises. It also explored leadership's role and impact in enabling the sustainability of social enterprises. Practically, insights into transformational leadership and its effect on business model innovation provided a framework for social entrepreneurs wanting to enhance the impact of their organisation. Another valuable contribution of the study was its focus on South Africa. It provided context-specific examples for leveraging transformational leadership, enabling innovative business models and achieving impact and sustainability as social enterprises. Finally, the study offered insights into achieving sustainable business practices by contributing towards the value of intersecting leadership and innovation to meet economic and social objectives.

1.7 Research scope

The author conducted a qualitative study exploring the unique experiences of transformational leaders within the social enterprise context, drawing on an interpretive paradigm (Bryman & Bell, 2022). The literature review established a foundation for analysis and discussion (Bryman & Bell, 2022), unpacking key concepts and constructs such as social enterprises, transformational leadership and innovation. The literature review was followed by a rigorous and systematic research process, collecting reliable and valid data (Bryman & Bell, 2022) through in-depth interviews with leaders of social enterprises to understand their leadership process and the influence that this has on the performance of their followers and ultimately the ability of the organisations to respond to their dual missions innovatively. The value of in-depth interviews was the ability to discover the individual experiences and insights unique to the subjects (Bryman & Bell, 2022). The in-depth interviews were an appropriate tool for understanding the influence that transformational leadership has on innovation within social enterprises.

1.7 Structural outline of the research report

This research report was structured to give the reader a clear and logical progression of concepts, moving from the background and relevance of the study to the literature review expanding on theoretical foundations, then a deeper exploration of the questions and methodology, and moving on to research findings, discussion and conclusion. The overall report comprises seven chapters, detailed below.

Table 1: Report Structure (Author's compilation)

Chapter 1: Introduction	The first chapter established the context of the
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	research problem and highlighted the study's business relevance and theoretical anchors.
Chapter 2: Literature Review	The second chapter presents the literature on transformational leadership, business model innovation, and social enterprises, including intersecting constructs. In addition to evaluating relevant theoretical frameworks, the chapter identified gaps in the current body of knowledge that the study addressed. A conceptual model outlining the key variables being investigated and their relationships was also presented.
Chapter 3: Research Questions	The third chapter explored the research questions, showing their focus and design to explore the complexities of the relationship between transformational leadership, business model innovation and social enterprises.
Chapter 4: Research Methodology	The methodology chapter detailed the study's design and methods. It also outlined the research's philosophical approach and justifies decisions regarding qualitative methodology, data collection, and analysis. This chapter articulated the criteria for the sample and data quality assurance procedures.
Chapter 5: Research Findings	Chapter five includes the empirical findings clearly and logically and presented quotes from participants obtained through semi-structured interviews. It offers a rich descriptive account of their experiences and perspectives. The findings are thematically organised to facilitate a clear understanding of the key patterns and insights. Diagrams are also included to support the relationship of different constructs.

Chapter 6: Research Discussions	Chapter six presents the findings in synthesis and analysis with the literature review in Chapter two. This chapter analysed and interpreted the findings within the context of literature theories and frameworks, examining what was confirmed and what emerged as novel insights.
Chapter 7: Conclusion	The last chapter presented the study's overall findings, contributions, and limitations. It reiterated the study's contribution to theory and practice and recommended directions for future research.

1.8 Conclusion on the introduction

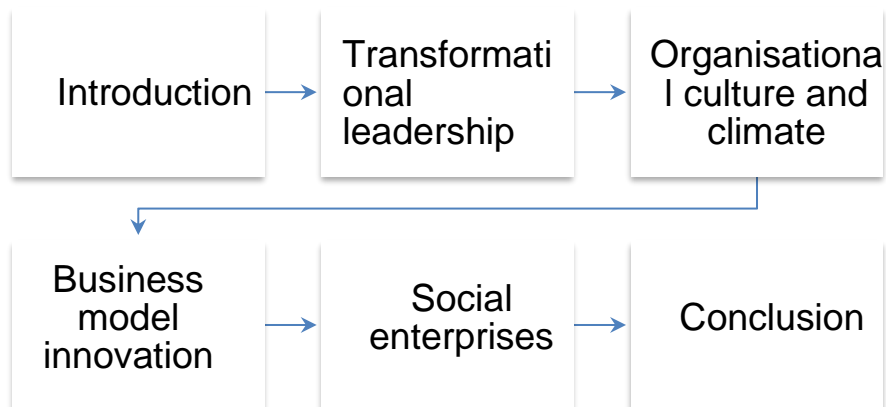
This first chapter outlined the qualitative study's theoretical framework, research questions, aims, and overall approach. The research questions guided the study in addressing transformational leaders' characteristics, impact, and role in employee engagement and culture. Overall, the study examined the influence of transformational leadership on innovation within social enterprises. It also contributed to current literature on social enterprises, providing practitioners and researchers with insight into how leadership orientation, particularly transformational leadership, helps achieve innovation and responds to social enterprises' missions, both social and economic objectives.

CHAPTER 2 LITERATURE REVIEW

2.1 Structure of literature review

Social enterprises function at the intersection of social impact and financial sustainability. They are uniquely positioned to respond to societal and developmental changes and generate financial and economic output (Lamy, 2019; Islam & Habib, 2022). The nature of social enterprises presents opportunities for innovation in meeting their dual missions. The literature review systematically explored the nature and nuances of transformational leadership, examining how it contributes to success and innovation. Furthermore, explored the factors contributing to employee engagement and organisational success in relation to leadership styles. Moreover, the review also examined business model innovation, relating it to transformational leaders and the potential impact on social enterprises. Figure 1 illustrates the roadmap for the literature review outlining the key constructs explored in the review.

Figure 1: Roadmap of Literature Review (Author's compilation)



2.2 Transformational leadership

2.2.1 Introduction to transformational leadership

Leadership is an essential element of organisational success as it affects overall effectiveness and influence employee performance (Sarwar et al., 2020). Prominent leadership styles that have emerged as tactics to address employee and organisational performance have been transactional and transformational leadership (Alrowwad et al., 2020). These approaches offer distinct perspectives on how leaders can engage and direct teams towards achieving organisational goals. The following section reviewed transformational leadership in relation to organisational success and explored its dimensions, inherent advantages and role in enhancing employee performance and

organisational efficacy.

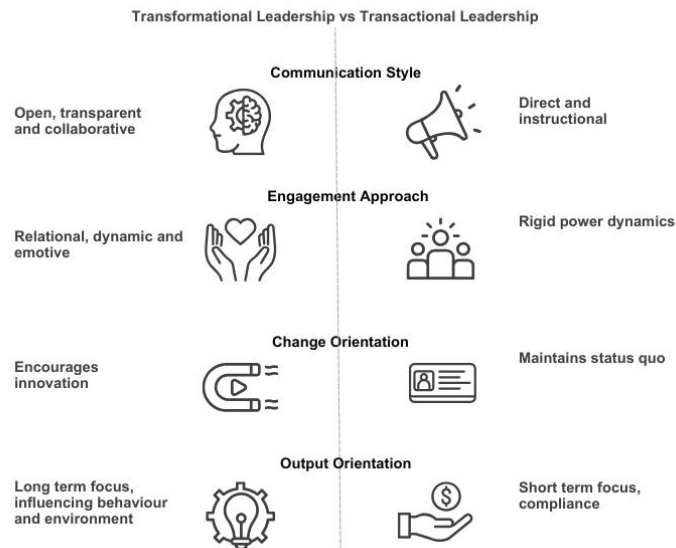
2.2.2 Transactional and transformational leadership

Transactional leaders focus on set processes and routines when managing team members and working towards organisational goals (Jacobsen et al., 2021). The system that they operate in values rewards and sanctions in response to team performance and organisational success (Alrowwad et al., 2020). They set clear goals and expectations and support these with incentives for achieving objectives (Alrowwad et al., 2020; Jacobsen et al., 2021). They also strongly emphasise structure, power dynamics and often adopt short-term goal-orientation to ensure that employees adhere to procedures and fulfil their roles accordingly (Jacobsen et al., 2021). Such leadership is best placed in relatively stable environments with high compliance requirements and well-defined tasks (Jacobsen et al., 2021).

Transformational leadership has received significant attention in academic and business contexts following its introduction and later expansion by Bass in 1985. As a management style, it seeks to inspire and motivate employees to go beyond their interests (Jacobsen et al., 2021; Gerjards et al., 2019) in exchange for broader organisational goals (Salas-Vallina et al., 2020; Dionne et al., 2004), and in the case of social enterprises, societal goals. Furthermore, transformational leadership also leverages individuals' personal development and empowerment and fosters a vision that is articulated by the leader and has buy-in from followers (Afshari, 2021; Dionne et al., 2004). Transformational leaders can facilitate desired change by encouraging creativity and innovation, instilling a common purpose and fostering collective belonging among members (Gerjards et al., 2019).

The comparison of transactional and transformational leadership styles highlighted critical differences. The following figure reflects the differences between the two leadership styles in relation to the study's interest in determining practices that influence business model innovation.

Figure 2: A comparison of transformational and transactional leadership styles (Author's compilation)



The analysis showed transactional leadership's focus on maintaining the status quo and power dynamics reflecting the leader as the knowledge producer in the organisation (Young et al., 2020). In contrast, transformational leadership enables a more dynamic relationship with followers, engaging them at a more profound and emotional level (Gerjards et al., 2019). Transactional leadership has relatively more predictable outcomes due the emphasis on routine practices (Jacobsen et al., 2021), whilst transformational leaders inspire general change and growth within individuals and organisations in ways that cannot always be predictable (Jacobsen et al., 2021). Furthermore, transactional leadership effectively achieves short-term results, while transformational leadership prioritises long-term goals and are more likely able to positively impact culture and enhance satisfaction.

This contextual overview reflected transformational leadership as offering a more successful framework to influence employee motivation, engagement and performance. As a leadership style it focuses on inspiring and mobilising followers towards collective goals and creates a conducive environment which enables both collective and individual success. The following section explored the four dimensions of transformational leadership and what they aim to achieve.

2.2.2 Definition of transformational leadership

Transformational Leadership looks at inspiring and motivating followers to achieve extraordinary outcomes (Paarlberg & Lavigna, 2010; Schwarz et al., 2020). Transformational leaders inspire and motivate followers to achieve outcomes while encouraging their individual professional and leadership development. The leader commits to achieving this by facilitating an enabling environment (Alsayyed et al., 2020) and working towards making a connection with followers so as to maintain their motivation and engagement (Schwarz et al., 2020). Transformational leadership behaviour is characterised by the desire for followers to exceed their current interests and capabilities for the organisation and its collective goals, thus emphasizing vision, influence and personal development. There are four key dimensions in transformational leadership;

Idealised influence results from transformational leaders acting as role models for their followers and demonstrating the required behaviour and conduct (Afshari, 2021). Through idealised influence, leaders can earn their followers' respect and trust due to their exemplary behaviour reflecting the values and principles they want to instill. Through this, leaders foster a commitment and admiration from followers who align with what they experience and, in turn, want to emulate the leaders' actions (Afshari, 2021).

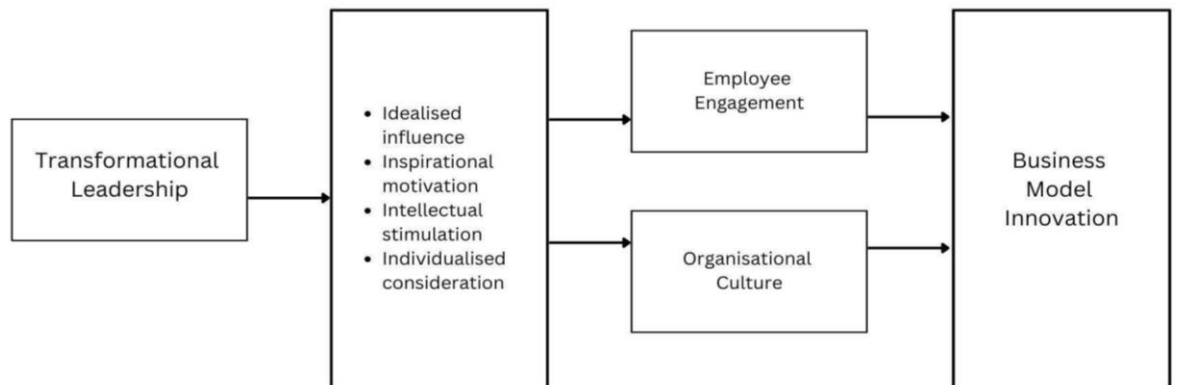
Inspirational motivation is the transformational leader's ability to share a compelling vision that is inspirational and captivating (Salas-Vallina et al., 2020). Their ability to clearly articulate goals and enable a shared purpose motivates team members and helps them engage fully in their work (Dionne et al., 2004). Leaders can leverage a shared vision, enthusiastically communicated, that encourages commitment and collective effort.

Intellectual stimulation is the leader's ability to encourage creativity and problem-solving from team members by enabling an environment that questions and challenges the status quo (Khan et al., 2022). Acting in a mentor or coach position, the leader supports team members by providing feedback and encouragement to enhance their satisfaction and increase their growth.

Individualised consideration occurs when leaders deploy a personalised approach to leading their teams (Afshari, 2021). This includes paying attention to an individual's needs and development and supporting these in a way that suits each team member.

Leaders will then act as mentors or coaches to their teams, providing them with the required support, feedback and encouragement. Leaders contribute to an individual's satisfaction and engagement by addressing their individuality and needs (Afshari, 2021).

Figure 3. Theoretical model on transformational leadership influence on business model innovation (Bass, 1995)



Transformational leadership comprises four key components: idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (Bass, 1995). These four concepts contribute to employee motivation and organisational culture which in turn influence business model innovation (Gerards et al., 2019).

2.2.4 Benefits of transformational leadership

Transformational leadership provides considerable advantages for employees and organisations. Its benefits have been explored through the following constructs: employee engagement and motivation, organisational culture and climate and organisational performance. Transformational leadership is effective in enhancing employee engagement and motivation. Transformational leaders focus on inspiring, motivating, and changing followers, which is underpinned by building a connection with their followers. They encourage a sense of shared purpose and belonging through the pursuit of a shared vision. These intentions enable the leader to foster an environment that emphasises individual development in which followers are empowered to achieve higher goals. Another consequence of transformational leadership is the ability to align personal goals with organisational objectives, thus engaging employees to be productive and innovative due to their commitment to the organisation's goals (Faupel & Süß, 2018). The effect of transformational leaders showed them to be pivotal in cultivating a motivated workforce and contributing to organisational success.

Transformational leaders also impact organisational culture and climate in a positive manner (Mi et al., 2019). Their behaviour promotes collaboration and inclusivity in the environment, thus encouraging open communication, creativity and problem-solving (Ashikali et al., 2020). This is achieved by communicating clear visions and values which shape the organisation's culture and foster trust and respect among team members. The favourable climate facilitates strong organisational relationships, with individuals feeling valued and supported and likely to cooperate and work towards common goals. As a result, transformational leadership was shown to contribute to a healthy organisational culture that drives cohesion and effectiveness.

In addition to positively influencing employee engagement and organisational culture, transformational leadership were shown to have far-reaching effects that impact overall organisational performance. Fostering motivation and engagement and promoting organisational climate contribute to superior performance within organisational settings (Mutonyi et al., 2020; Turner, 2019)). This is the result of a multifold influence including role modeling ideal behaviour, setting high expectations and inspiring the pursuit of excellence and innovation. Furthermore, the leader cultivated an enabling environment that encouraged proaction thus allowing the organisation to adapt to new conditions (Care et al., 2021). Seizing new opportunities and enhancing performance contributes to greater competitiveness, increased market share and improved profitability (Ferreira et al., 2017). Enhancing problem-solving capabilities led to more operational efficiency and decision-making (Ferreira et al., 2017). These outcomes were ideal for social enterprises looking to achieve success and sustainability.

Overall, the benefits of transformational leadership reached across employee engagement, organisational culture, and organisational performance, strengthening and positively impacting these transformational leaders and thus enabling the significant long-term success of organisations. With social enterprises navigating complex and dynamic environments, the impact of transformational leadership enabled resilience and adaptability and contributed towards an organisation's ability to thrive and be competitive.

2.2.5 Conclusion to transformational leadership

Transformational leadership has the potential to create extraordinary outcomes and solidify commitment and engagement to achieve goals in a sustainable manner. The effectiveness of transformational leadership has been shown to motivate and empower team members. Transformational leaders leveraged idealised influence, created an

opportunity to gain trust and respect. Through inspirational motivation transformational leaders mobilised individuals towards goals and using intellectual stimulation they created a climate for problem-solving and creativity. Finally by leveraging individualised considerations they ensured that individual needs are identified and met. As organisations, particularly social enterprises face complex and dynamic environments, transformational leadership was a notable critical strategy leveraged in ensuring resilience, adaptability and sustained success in achieving organisational and societal goals.

2.3 Organisational culture and climate

2.3.1 Introduction to organisational culture and climate

The interplay of culture and climate within organisations was shown to impact leadership's ability to fulfil desired goals and outcomes. The ability of transformational leaders to inspire and foster creativity and innovation in organisations was influenced by the existing culture and climate (Chaubey et al., 2019). This section explored the dynamic interplay between culture and climate and its ability to either hinder or facilitate a transformational leader's capabilities.

2.3.2 Organisational culture and climate

Organisational culture and climate influenced how transformational leadership impacted business model innovation in organisations. Understanding these concepts helped to determine how transformational leaders affect meaningful change and drive innovation within organisations.

Organisational culture refers to shared values, norms, beliefs and practices (Azeem et al., 2019). These guide employee behaviour and decision-making and shape an organisation's response to environmental challenges. Organisations may be explicit about the type of culture they aspire to, ensuring that it reflects their mission, goals, and practices (Wiener et al., 2020). Culture typically influences how leadership operates (Van Vugt & Von Rueden, 2020), making it valuable for leadership behaviour to align with the organisation's core values to enable effectiveness in achieving organisational goals.

On the other hand, organisational climate was shown to be the collective of employee perceptions and experiences of the work environment (Sinclair, 1993). This is constantly in flux, and its dynamism is related to leadership practice, policies governing the organisation, and external factors, which might be economic or social (Pecino et al., 2019). A favourable organisational climate was fostered through openness in

communication, trust, psychological safety, and employees' ability to express themselves without fear of retribution (Edmondson & Mortensen, 2021). This climate is, in turn, was shown to be conducive to encouraging innovation and embracing organisational goals and missions, particularly in social enterprises. Overall the organisational climate contributed to employees' motivation to creating positive societal change.

2.3.4 Conclusion on organisational culture and climate

Organisational culture and climate impacted the effectiveness of leadership practices. Aligning practices, such as transformational leadership, with the organisational culture and climate showed to significantly enhance a leader's ability to drive followers towards desired outcomes, including change, innovation and creativity. Organisations looking to respond to environmental changes while addressing societal and development changes, like social enterprises, can achieve these goals by understanding and leveraging culture, climate and leadership.

2.4 Business model innovation

2.4.1 Introduction to business model innovation

Organisations exist in rapidly evolving environments, thus increasing the significance of innovative business models as a critical driver of competitive advantage (Geissdoerfer et al., 2018). Business model innovation was shown to be the fundamental reconfiguration of how an organisation transformed, offered and captured value (Teece, 2008; Tavoletti et al., 2021). Some drivers for this innovation included environmental factors such as changing technology, changes in consumer behaviour or increased competition (Keiningham et al., 2019). This section explored these elements and the concept of business model innovation to discover how its successful implementation can be catalysed.

2.4.2 Definition of business model innovation

Business models are the collection of functions, processes, and strategies that define how (Bocken et al., 2018) an organisation operates, including the selection of specific revenue streams, customer segments, value propositions, and cost structures. Business model innovation entails changes and improvements made to a company's business model for various reasons, such as improving the value proposition or operating more efficiently (N. M. Bocken & Geradts, 2020). Business model innovation can also include product and service innovation in a more holistic manner such as rethinking the entire framework of delivering and capturing value and aligning to broader marketing trends (N.

M. Bocken & Geradts, 2020). Organisations that successfully innovated their business models did so from the perspective of intuitively understanding changing customer needs and technological advancements and leveraging these changes to respond to new needs or anticipate changing demands (Pieroni et al., 2019).

2.4.3 Business model innovation and social enterprise

Social enterprises presented unique characteristics and balanced of social impact with financial sustainability require continuous innovation and adaptation. Business model innovation contributed to the social enterprises' ability to respond to changing social contexts, stakeholder needs and market conditions (Pieroni et al., 2019). Social enterprises faced complex challenges, including poverty, education and healthcare, and this required a flexible approach that adjusted to evolving circumstances (Spieth et al., 2019). Adopting a business model ensured that social enterprises enhanced their capabilities and capacities to create, deliver and capture social value while securing resources (Spieth et al., 2019). Approaches such as rethinking funding sources and revenue streams have enabled social enterprises to create social impact while securing the financial resources needed for sustainability.

The advantages of business model innovation for social enterprises go beyond financial performance. They were also shown to enhancing the social impact delivered by the organisations due to their flexible and innovative models.

2.4.4 Conclusion on business model innovation

Organisations that continuously innovated were often better placed to respond to emerging opportunities and challenges. They were characterised by an ability to create new opportunities, ensuring ongoing viability in an ever-evolving environment. Business model innovation is a critical element for any organisation looking at sustainability and achieving social impact.

2.5 Social enterprises

2.5.1 Introduction to social enterprises

Social enterprises have a dual focus on social impact and financial sustainability (Lamy, 2019; Islam & Habib, 2022). Considering their contribution to resolving socio-economic challenges (Staessens et al., 2019), further research into contributing success factors on the performance of social enterprises presented significant opportunities in the development area (Islam & Habib, 2022). In light of this, the literature review examined how transformational leadership influenced social enterprises. It also explored the

constructs that contributed to innovation and how these intersected with leadership. Finally, the literature review established the extent to which transformational leadership contributed to social enterprises' performance and the ability to produce social mission and economic impact.

2.5.2 Social enterprises and social impact

Several entities operated in response to social needs; government entities prioritise public policy imperatives (Deslatte & Stokan, 2020), while traditional non-profit organisations respond to development issues in line with sustainable development goals (Currie et al., 2022). Social enterprises emerged as unique entities because they addressed societal and developmental issues (Islam & Habib, 2022) in a way that generated profits and made a sustainable economic contribution (Kimakwa et al., 2020).

Social enterprises respond to development issues and help meet sustainable development goals in tandem with focusing on generating revenue (Weerawardena et al., 2021) while exhibiting other commercial characteristics (Siebold, 2021), such as market orientation (Kimakwe et al., 2020). They leverage these commercial and market-oriented strategies to fund their operational activities (Kimakwe et al., 2020) instead of advocating for donations or grants characteristic of traditional non-profit organisations (Siebold, 2021). Also typical of social enterprises is their reinvestment of generated income into the organisation to further their social impact and scale up the organisation (Kimakwa et al., 2020).

2.5.3 Challenges faced by social enterprises

Despite their social and developmental contributions, social enterprises faced many challenges (Lamy, 2019), which hindered their effectiveness and sustainability (Kimakwa et al., 2020). For social enterprises to succeed in their dual mission, they needed to contend with and overcome limited access to financial resources (Castella et al., 2018). Due to restricted access to formal financial models, social enterprises often accessed a small pool of funding through philanthropic donations and grants (Kimakwa et al., 2020).

Another challenge faced by social enterprises was balancing the need for social impact with the requirement for economic success (Phillips & Johnson, 2019). Due to operating in climates that required accountability, transparency, stakeholder engagement to deliver shared purpose, social enterprises were expected to hold steadfast to their social mission (Kimakwa et al., 2020). Even when faced with opportunities to increase economic growth and outcomes, decisions couldn't be made to the detriment of the

social mission (Staessens et al., 2019). Striking a balance became a delicate endeavour, particularly in a resource-constrained environment where social enterprises faced pressures to prioritise the economic mission over the social mission (Lamy, 2019).

2.5.4 Conclusion on social enterprises

Social enterprises were shown to play a valuable role in addressing pressing societal issues by addressing gaps neglected by formal public and private sectors (Weerawardena et al., 2021). They made valuable social, economic, and developmental contributions through their focus on social and sustainable goals that are financially sustainable (De Silva et al., 2021; Best et al., 2021; Gupta et al., 2020). Social enterprises needed to be innovative to create a positive social impact that is also financially viable (Powell et al., 2019).

As Anning-Dorson and Nyamekye (2020) reflected, discovering how organisations adjusted to change and upheld their competitiveness and relevance is valuable in an uncertain and constantly changing environment. In addition, understanding how social enterprises responded to their dual missions was intriguing (Tykkyläinen & Ritala, 2021) and beneficial to anyone advocating for the value of social entrepreneurship as a sustainable development intervention (De Silva et al., 2021). One learned insights into achieving sustainable goals by examining the strategies and practices implemented within social enterprises (Kamaludin, 2023).

2.6 Conclusion on literature review

The literature review showed the critical role played by social enterprises in response to societal and development goals, making significant contributions to improving social, economic, developmental and environmental conditions. Furthermore, social enterprises filled gaps overlooked by public and private sector organisations due to their dual mission to make a social and economic impact. Social enterprises were seen to prioritise innovative models and processes when making significant contributions and meeting their intention for social and economic impact. Their ability to keep rethinking and re-configuring this contributed to sustainability.

Transformational leadership was seen to drive innovation by increasing employee motivation, enabling and supporting creativity and producing a culture conducive to innovation. The role of transformational leadership in commercial entities has been widely documented, and the positive impacts are credited to the transformative and empowering role played by the leader; similarly, the opportunity to create the exact effect

of transformational leadership within social enterprises exists and can provide insight on how social enterprises can sustainably and effectively meet evolving needs, address societal and development challenges and perform effectively as an organisation. Against this backdrop, the study underscored the role and importance of transformational leadership in driving innovation within social enterprises.

The four dimensions of transformational leaders—idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration—collectively contributed to the positive impact and effectiveness of transformational leadership. Not only did these aid in creating a conducive environment that welcomed innovation and change, but they also encouraged ideal behaviour from followers. A continuing balance between innovation and social good empowered social enterprises to pursue meaningful outcomes. Transformational leadership was seen to enhance effectiveness and sustainability within social enterprises.

The study explored the influence of transformational leadership on business model innovation within social enterprises. It delved into how the leadership approach influenced an organisation's ability to deliver social and economic value and create sustainability. The study contributed to critical insights into how transformational leadership influenced employee motivation and organisational culture and contributes to social enterprise performance.

CHAPTER 3 RESEARCH QUESTION

Leadership plays a significant role in shaping organisational outcomes and has garnered considerable attention in various management and organisational streams. Transformational leadership, with its emphasis on vision, motivation, and the continuous development of followers, presented the compelling potential for effecting change, innovation, and creativity in organisations such as social enterprises operating in complex and dynamic environments.

The study investigated the influence of transformational leadership on business model innovation within social enterprises. It also looked at determining the similar impact and influence within the unique context of social enterprises and segued from studies highlighting leadership's role in fostering organisational change and innovation. The research questions formulated responded to opportunities identified from the literature review. Three research questions were formulated; these will be discussed below.

3.1 Research question 1

The first question sought to answer how individuals embodied and enacted traits associated with transformational leadership in their professional roles. Positioned as a foundational question, it sought to discover the subjective interpretation of transformational leadership held by the chosen leaders and founders of social enterprises.

How do individuals embody and enact the characteristics of transformational leadership within their professional roles?

In examining the embodiment of transformational leadership, several characteristics were put forward, as shown in the interview guide (Appendix 3), including role modelling desired behaviour (linked to idealised influence), inspiring followers (linked to inspirational motivation), encouraging creativity and challenging the status quo (linked to intellectual stimulation) and supporting and developing team members (individualised consideration). These were interconnected and related to the transformational leadership theory framework through which leaders affected followers and the operational environment.

This sub-question required participants to share their perspectives and experience of

transformational leadership by responding to the open-ended questions. The various behaviours outlined included the ability to set an ethical standard relating to idealised influence, the ability to articulate an inspiring vision about inspirational motivation, how they encouraged creativity and challenged the status quo, intellectual stimulation, and, lastly, how they supported and developed team members, as related to individualised consideration.

3.2 Research question 2

The second question investigated the influence of transformational leadership on employee motivation, creativity and organisational culture. This sub-question critically connected leadership practices to elements driving successful and productive organisations.

How does transformational leadership influence employee motivation, creativity, and organisational culture?

The question explored the relationship between transformational leadership and critical factors enabling a productive and performing organisation. Again, drawing on participants' experiences, the sub-question looked for strategies and reflections from the leaders. The question also tested the extent to which leaders enhanced employee motivation, created a productive and inspiring work environment and enabled a conducive climate. Respondents were probed to reflect on the manner in which they provided feedback, solicited contributions from followers and instilled agency and ownership among their team members. Overall, the probing looked to determine how leaders elevated motivation, fostered engagement and sustained a committed workforce.

These sub-questions also extended to the overarching organisational culture and looked to determine the extent to which transformational leadership fostered and generated collaboration, continuous learning, and adaptability. The value of this section was determining the role leaders played in cultivating an environment for innovation.

3.3 Research question 3

The final research sub-question delved into how transformational leadership facilitates business model innovation and identifies opportunities that address social and developmental challenges. This question was particularly relevant within a social enterprise context due to the dual mission that organisations strove towards.

How does transformational leadership facilitate business model innovation and identify opportunities addressing social and developmental challenges?

This question addressed the relationship between transformational leadership, change, and business model innovation within social enterprises. It also looked at the facilitating role that the leadership style plays in addressing opportunities in general and specifically relating to social and development challenges. This section hypothesised that transformational leadership was crucial in adapting business models and responding to social needs. The respondents' insights and experience confirmed and elaborated on the extent to which this occurred.

Chapter 4 explains the research design and methodology to address these three questions.

3.4 Summary of research questions

The qualitative inquiry aligned the research questions to open-ended sub-questions that invited in-depth sharing of experiences and insights. Due to the focus on lived experiences, the study revealed deep patterns and themes characterising transformational leadership, its impact and related constructs within social entrepreneurship.

CHAPTER 4 RESEARCH METHODOLOGY

4.1 Introduction

The research methodology provided a roadmap for the investigation (Bryman & Bell, 2022) into the influence of transformational leadership on business model innovation within social enterprise. The following chapter outline the research methodology and design for the study. The research methodology, a qualitative approach, explored the impact of transformational leadership on business model innovation within social enterprises. As a result of the methodology the aligned approach to population, sample size, sampling method, measurement instrument, data collection and analysis was implemented. The details of these elements will be discussed in depth in the coming sections. Furthermore, the study's ethical considerations, quality, and limitations was also addressed and detailed below.

4.2. Research design

4.2.1 Exploratory research

Qualitative research is beneficial because it deeply explores complex social phenomena (Bryman & Bell, 2022). The relationship between transformational leadership and the business model innovation of social enterprises is relatively under-researched, thus making this approach best placed for understanding new ideas and insights, as intended through the study (Bryman & Bell, 2022). In line with this, the design adopted was exploratory. The exploratory process enabled an initial investigation into key transformational leadership variables, effect on business model innovation and the relationship between these constructs. Furthermore, the dual mission of social enterprises makes them unique entities (De Silva et al., 2021).

An exploratory tool enables in-depth qualitative data collection methods such as case studies and interviews (Bell et al., 2022), ideal for in-depth insights into leaders' experiences within a social enterprise context (Bocken & Geradts, 2020). Through exploratory research, the development of theories on how transformational leadership influences business innovation models of social enterprise were assessed. The study explored the relationship between transformational leadership and business model innovation within the unique context of social enterprises. A qualitative research approach offered the following advantages: generating inductive theory due to the emergence of new theories and frameworks from the data that was collected (Bell et al., 2022). This approach was helpful in the study particularly due to business model innovation, within social enterprises, being relatively unexplored. Thus, the value in the

experience and perspectives of social entrepreneurs was well aligned with the inductive theoretical approach.

4.2.2. Interpretivist and epistemological approach

Transformational leadership is inherent to subjective interpretations of the value of inspiring collective action through motivation, creativity, and culture to produce innovation. Due to their interpretive and epistemological grounding, qualitative methods such as in-depth interviews facilitated the required depth and nuance in exploring the research focus (Bryman, 2008) and the relationships between the constructs (Josselson, 2013). Furthermore, looking at social enterprises in the South African setting, with its unique social, cultural and economic context (Weerawardena et al., 2021), provided a fertile opportunity for interpretivism. This interpretive approach sought to understand the subjective experience and unique meanings (Bryman & Bell, 2022).

4.2.3. Constructionist ontological approach

Transformational leadership and business model innovation should be viewed as social processes because their success relies on interactions, shared understanding and collaborative engagement between stakeholders (Naeem et al., 2023). As a qualitative approach, constructionist ontology recognised these concepts' dynamism and interrelated nature (Bell et al., 2019). Furthermore, a constructionist ontological lens revealed how transformational leaders influence collective vision, commitment and meaning (Bernerth et al., 2018), which underpinned innovative business models.

4.2.4. Naturalist approach

The final perspective relevant to the qualitative research process was a naturalist approach that captured the authentic experiences and shared sense of purpose within social enterprises (Bryman & Bell, 2022). This approach was relevant because social enterprises' mission is intertwined with leaders' and followers' personal values and motivation (Kimakwa et al., 2020).

The complexity of transformational leadership, business model innovation and the unique dual mission of social enterprises necessitated a sensitive, contextual and nuanced research methodology (Bryman & Bell, 2022). The chosen qualitative methodology emphasised generating inductive theory, an interpretivist epistemological approach, constructionist ontology and a naturalist inquiry to capture the richness of experience, meanings and social processes which shaped the phenomenon under study (Bryman & Bell, 2022). Furthermore, the study tested existing theories and contributed

to developing new frameworks (Bryman & Bell, 2022).

The adoption of the qualitative approach was well-placed as it explored subjective interpretations creating a theoretically rigorous study and providing practically relevant insights on harnessing the power of transformational leadership for impact and sustainable business model innovation. These methodological approaches were combined to create a comprehensive understanding and contribution to perspectives on social entrepreneurship.

4.3. Population

A population is an entire set of individuals or entities that qualify to be studied due to their relevant characteristics (Bell et al., 2019). In this case, exploring the influence of transformational leadership on business model innovation in social enterprises in South Africa, the population encompassed managers, leaders and founders working in established (existing for over three years) social enterprises operating in the country. The enterprises that qualify are diverse, covering various developmental areas, and express an explicit commitment to creating social impact alongside economic returns.

This population is relevant as leaders are well placed to provide insights into the interaction between their leadership style, specifically transformational leadership, and how they drive performance within social enterprises. Although the relationship between business model innovation and leadership styles such as transformational leadership occurs across many sectors. The author chose to contextualise the study within social enterprises due to the growing relevance of these organisations in responding to development challenges. Furthermore, the insights uncovered through the study can be transferred to other areas through future studies.

4.4. Sampling method

A subset of a population is a sample (Bell et al., 2019) chosen to represent the larger group or population within a study. Non-probability sampling method was selected for the study into the influence of transformational leadership on the business model innovation of social enterprises. Through this sampling method participants were selected in a non-random manner (Bell et al., 2019) - thus, not all population members have an equal chance of being chosen (Bryman & Bell, 2022). The individuals selected were chosen based on their direct involvement in the organisation's decision-making process as well as experience in having led people. These qualifying criteria were tested in the exploration of leads for the study through electronic mail and research conducted

through LinkedIn and the organisations' websites.

They study also deployed judgemental or purposive sampling, with the author leveraging her experience and networks to identify participants best placed to contribute insights on the research topic. This method was appropriate as the population was a relatively hard-to-reach group, and the study was committed to providing rich insights. Therefore, the author was directly involved in selecting the best candidates for this process. The researcher has over 17 years of experience in the development sector and has established connections with various leaders of social enterprises and individuals committed to social innovation. Leveraging this network was critical in identifying potential participants with demonstrated transformational leadership experience and involvement in innovation within social enterprises.

The author researched potential participants through online resources such as published databases from the Skoll Foundation and Ashoka websites. South African social enterprises were shortlisted, and the leaders from these organisations were identified using the related enterprises' sites and their LinkedIn profiles. LinkedIn profiles were also used to determine the individual's professional experience and tenure in the organisation as well as validate the organisations as established entities, therefore existing for over three years. The author limited the sample size to 17 participants and prioritised having a demographically diverse group, with participants representing various racial and gender groups.

The shortlisted participants were managers, founders or leaders within social enterprise, they managed a team and were directly involved in the organisation's decision making processes. All participants had at least three years of management or leadership experience which was regarded as an adequate tenure to understanding the social enterprise's challenges and enough time to evaluate opportunities.

Following their identification online, through websites or LinkedIn, the researcher sent an email or LinkedIn message (Appendix 1) to introduce the topic and ascertain whether recipients would self-identify themselves as transformational leaders and qualified to contribute to the topic. The email was carefully crafted to ensure neutrality and avoid any intentional priming on constructs relating to the topic and its concepts. This was done to maintain the integrity of the chosen research design and methodology and ensure that participants' responses remain authentic to their own experience and knowledge. The final participants were those that were willing to engage and commit to the time required

(60minutes) for an in-depth interview and sharing individual insights and experiences openly and honestly.

4.5. Data Collection

4.5.1 Semi-structured interviews

Having reached out to potential candidates, those who expressed interest were required to read and complete a consent form (Appendix 2). The form was sent to them prior to interviews for completion. In addition, verbal consent was obtained at the beginning of each interview as a complement to the form and to facilitate any clarification that individuals might have had.

The adopted qualitative data collection approach was beneficial in allowing a deep exploration of the complex and nuanced relationships (De Silva et al., 2021) between transformational leadership and the business model innovation of social enterprises. The qualitative data collection method entailed in-depth interviews involving one-on-one conversations between the researcher and participants (Bryman & Bell, 2022). This was well suited to reflecting their narrative truth and enabled the researcher to explore the participant's mental sets (Josselson, 2013) as directed by their approach to the questions. Furthermore, the process was well suited as it relied on participants' extensive knowledge of the research topic and an element of logic and structure (Bryman & Bell, 2022) due to their experience.

The study used a semi-structured approach for data collection, consisting of open-ended questions encouraging the sharing of perspectives, experiences, and insights into the topic (De Silva et al., 2021). The Semi-structured interviews were flexible and adapted to the conversation, with question follow-ups and inquiries as appropriate for the participants' responses (Bell et al., 2019; De Silva et al., 2021). Adopting a semi-structured interview approach was both a strategic and methodological decision due to the strengths that semi-structured interviews contributed to the research, particularly the ability to addressing the complexities presented (Bell et al., 2019). For example, social enterprises operate in complexity that is driven by their dual mission and the reliance on innovation was both a competitive advantage and an existential requirement (Kimakwa et al., 2020). Additional complexities arose from the adoption of transformational leadership and its emphasis on inspiration, empowerment, and shared vision, which was a complex and multi-faced phenomenon to study.

The one-on-one conversation with the interviewees (Bryman & Bell, 2022) narrated each

transformational leaders' truth and provided an opportunity to explore the influence of transformational leadership on innovation within social enterprises. The semi-structured format balanced structure and flexibility, making it uniquely suited to capture the potential richness of experiences, perspectives and motivations underpinning the use of transformational leadership in driving business model innovation. The interviews were deep explorations into each participant's subjective interpretation (Bryman & Bell, 2022) of their leadership and followers, how they inspired and motivated their teams to embrace innovative business models. Furthermore, through varying lines of questioning and probing in adaptation to participants' unique responses (Bell et al., 2019), the researcher was able to uncover unique nuances enacted in the respondent's experiences.

The semi-structured interviews were conducted with different participants with the view or capturing diverse views on the collaborative and iterative process of business model innovation (Bell et al., 2019). They captured, in their individual's own words, the collective wisdom and creativity deployed by different actors and as a result uncovered the tacit knowledge and assumptions underpinning innovative business models. An individual's view of leadership is subjective and hence reflecting on their lived experience is a personal process. Furthermore, social enterprises' social mission is embedded with a deep sense of purpose and meaning. These insights make the participant-led nature of semi-structured interviews which also builds rapport and trust, appropriate and it created a safe space for participants to express their values, passions and aspirations candidly and insightfully (De Silva et al., 2021).

In conclusion, the research required a flexible and responsive methodology that captured diverse perspectives and nuanced interactions associated with transformational leadership and its influence on business model innovations within a social enterprise context. Semi-structured interviews provided this flexibility and structured to achieve this, further enabling the generation of rich, contextually relevant insights that contributed to furthering the theory and practice of social entrepreneurship.

4.5.2. Research instrument

The data collection tool, an interview guide, was crafted to explore the nuanced relationship between transformational leadership and business model innovation in social enterprises. The tool aimed to capture the characteristics of transformational leadership, influences on business model innovation and challenges and opportunities experienced by social enterprises. The interview guide's (Appendix 3) distinct sections aligned to the research question and sub-questions exploring the use of employee

motivation and organisational culture and whether these influence business model innovation within social enterprises. This contributed towards illuminating the complex interplay of factors providing a comprehensive understanding of how transformational leadership influences innovation and ultimately impacts organisational success in social enterprises.

From the onset, the interview guide created rapport and build trust through the researcher's introduction, outline of the study's purpose, and emphasis on the value of the participant's contribution (Bell et al., 2019). The researcher obtained informed consent, clarified the voluntary nature of participation, and outlined how confidentiality will be safeguarded. In kicking off the conversation and line of questioning, the researcher began with a light discussion of each participant's role and experience, which was an easy entry to the discussion. The interview guide also included open-ended questions inviting participants to share personal experiences and perspectives (Bell et al., 2019). This initial phase set the stage for candid and in-depth conversation, fostered a comfortable atmosphere. It also demonstrated a genuine interest in the participants' perspectives, thus building a foundation of openness throughout the interview.

Following the initial phase, the interview transitioned into sections specifically addressing the research question: *the influence of transformational leadership on business model innovation in social enterprises*. Questions focused on the thematic areas; transformational leadership, employee motivation, creativity, culture, and innovation. The process uncovered how these behaviours manifested in the leaders' social enterprises and influenced the development and implementation of business model innovation. Each section explored the specific aspects and ensured a comprehensive exploration of the topic. The subsequent sections began with an investigation into the participant's embodiment of transformational leadership by examining how the participant exemplified core tenets of the leadership style. These subsequent sections captured participants' experiences and perspectives of leadership.

The third section led to the questioning of the relationship between transformational leadership and employee motivation, creativity and culture. It aimed to investigate the impact of these constructs and explored how transformational leadership behaviours inspired, empowered and engaged followers and whether the outcomes of this leadership resulted in increased motivation, creativity and a culture that influences business model innovation. Furthermore, built the previous section on behaviours and directed answers to establishing how innovative business models had been implemented

and identified. It also evaluated these changes by establishing what they achieved for the organisation.

Overall, the semi-structured process, including relevant probing and follow-up questions, encouraged participants to reflect deeply on their experience and share insights into the underlying social process, decision-making dynamics, and contextual factors shaping innovation. Furthermore, the interview guide's adaptability and flexibility captured emerging themes and insights in a way that could have been missed with structured interview processes. Through systematically addressing the various dimensions, the researcher explored the complex and multifaceted relationship between transformational leadership and business model innovation in social enterprises. The insights that emerged contributed to a deeper understanding of how transformational leadership drove innovation within organisations, ultimately leading to enhanced social impact and sustainability.

4.5.3 Recording and transcribing interviews

The interviews were recorded and transcribed electronically and validated by the researcher for quality assurance. Choosing to electronically record and transcribe the interviews served several purposes, including overcoming memory limitations as the data will be captured accurately and comprehensively (Bell et al., 2019). The researcher was able to thoroughly analyse and identify themes and patterns due to the permanent record available, which could be reviewed and re-visited over time to examine nuances and subtle meanings communicated by respondents (Bryman & Bell, 2022). This method of recording also enables any future data sharing and scrutiny requirements by other researchers as second-hand data or enable checking, transparency and rigour (Bell et al., 2019). Furthermore, in capturing the conversations with each interview, the researcher allocated a code to anonymise each participant.

The interviews were conducted using an online video conferencing platform to ensure high-quality data collection and enable the integration of recording software (Bell et al., 2019). Online video conferencing is well-accepted by business leaders in the context of remote and hybrid work. Furthermore, using a safe and secure platform offers flexibility and convenience for both the researcher and participants, enabling ease in scheduling interview time and the ability for respondents to contribute from their preferred location (Bell et al., 2019). Another advantage of online video conferences was its ability to foster a more natural and conversational interview format and read body language, which helped to create rapport and an environment that was conducive to sharing their insights

(Bell et al., 2019). In addition, real-time interaction allowed the immediate clarification of questions and interactions, such as validating responses and nodding, which was suitable for the deep exploration of perspectives and experiences (Bell et al., 2019).

4.6 Data analysis

4.6.1. Thematic analysis

Qualitative studies can pose challenges due to generating voluminous and complex data sets (Bryman, 2008), because of in-depth interviews and the interpretive and individualised approach expected from each interviewee. Thematic analysis was deployed to explore the influence of transformational leadership on business model innovation as it allows for patterns and themes (Naeem et al., 2023) to be identified through repetition, metaphors, comparisons and contrasts (Bryman, 2008). Thematic analysis also notes missing data, such as when participants are hesitant to answer or deflect from answering the question as valuable insights (Bryman, 2008).

Atlas.ti was incorporated into the thematic analysis to enrich the discovery of patterns and themes related to the research topic. This enabled the efficient management and analysis of the data, creating codes and tags (Appendix 4). The Atlas.ti coding and analysis process occurred in phases that began with gaining familiarity with the data followed by the organising phase and later generating codes for systematic categorising. Finally, a report was produced to enable effective review of insights. The analysis uncovered language and linguistic connectors unique (Bryman, 2008) to people's experiences and insights that increased understanding complexities and the relationality of concepts.

Thematic analysis is a widely used method for exploring nuances between concepts, such as leadership and innovation, within broader socio-cultural contexts (Braun & Clarke, 2006). In this case, examining multiple participants' experiences and perspectives and generated multi-layered and rich data, the thematic analysis effectively relayed rich and detailed insights, enabling a comprehensive understanding of the phenomenon investigated (Bryman, 2008). Furthermore, the use of Atlas.ti enhanced the efficiency and enriched the interpretive depth of the qualitative study allowing for comprehensive insights into all the related constructs. developing a more nuanced and contextually relevant social entrepreneurship theory.

4.7. Research rigour

Qualitative research often faces criticism for failing to uphold rigorous research standards

(Bell et al., 2019). However, some strategies can be deployed to mitigate these concerns and criticism. The researcher committed to upholding research rigour throughout its process and achieved this through various strategies. One of the ways included deploying a semi-structured interview guide and pre-determined questions to ensure consistency across interviews and minimise researcher bias (Bryman & Bell, 2022). In addition, recording and transcribing interviews safeguarded against researcher bias and potential memory limitations. Furthermore, recording and transcribing enhanced transparency and the ability to audit or check the data in the future.

Replicability was also addressed in the study, through the detailed research design, sampling strategy, interview guide, and data analysis process (Bell et al., 2022). This documentation opens transparency and enables other researchers (Bell et al., 2022) the opportunity to replicate or extend the research (Bryman & Bell, 2022). The study also focused on achieving theoretical saturation, where there is no emerging or new data of significance (Bryman & Bell, 2022), with the intention to strengthen the validity of findings in tandem with enabling the potential of applying findings across other contexts (Bell et al., 2022). Adhering to these methodological practices helped to strengthen the validity, reliability, and objectiveness of the qualitative research.

4.8. Ethical considerations

Ethics were also a critical aspect from inception and throughout the process. The researcher deployed a vigilant approach in upholding ethical principles (Bell et al., 2019), including adhering to required ethical codes and maintaining the confidentiality and anonymity of participants (Bryman & Bell, 2022). Safeguarding participants' harm was addressed through precautionary methods to avoid physical, professional and psychological damage to participants (Bell et al., 2019).

informed consent was an additional strategy deployed to ensure that participants had the full breadth and width of information relating to the purpose of the study, the methods involved and any opportunities and risks relating to their participation (Bryman & Bell, 2022). This process allowed for participants to ask questions, clarify, and gain assurance of their position and right to withdraw from the process in any way (Bryman & Bell, 2022).

Participants were informed of the protection of their identity and the confidentiality of their contributions, including in the publication of their final report (Bell et al., 2019). Transparency was maintained throughout the research process and corroborated by the informed consent form provided to participants which outlined the purpose of the study

(Bell et al., 2019).

Finally, the overall ethics approach was to create a climate of reciprocity and trust through open communication, actively listening, and visibly valuing the contributions of each participant as equal partners. This in turn created a mutually beneficial exchange of co-creation.

4.9. Limitations to the research methodology and design

Several limitations were present due to the nature of qualitative research, particularly in relation to the research methodology and design presented. One limitation concerned the purposive sampling method employed, where participants were chosen based on specific criteria. This limited the generalizability of the findings (Bell et al., 2019), resulting in limited extrapolation. In addition, the semi-structured interviews presented another limitation due to the role of the researcher both in collecting and analysing the data and the potential for inherent subjectivity (Bell et al., 2019).

Another limitation faced was the specific context of social enterprises, which restricted applicability to other organisations (Bell et al., 2019). Social enterprises and their dual mission make them incredibly unique organisations. The ability to transfer findings to other organisations was limited in applicability. Another limitation was due to the required preferred sample unit. Individuals such as founders, managers and leaders in social enterprise were most likely to be busy and inaccessible due to their leadership role. This made the population pool relatively small, posing the limitation of hindering broader representation of South Africa's diverse demographics and constraining generalisability. Another limitation was the likelihood for participants to exhibit social desirability bias (Bell et al., 2019) due to wanting to present themselves and their organisations favourably instead of honestly reflecting their experience, regardless of whether they are positive or negative.

4.10. Conclusion on research methodology

The qualitative approach presented the most relevant strategy for the study as it produced in-depth exploration and enabled a rich and contextual understanding of the research focus. Through the qualitative research methodology, the relationship between transformational leadership and business model innovation in the unique context of social enterprises was explored. By embracing an exploratory design from an interpretivist epistemological, constructionist ontological, and naturalist approach, the study reflected on complex phenomena from a nuanced perspective, thus capturing the

richness of experiences, meanings and processes shaping the constructs. In adopting semi-structured interviews, the researcher leveraged flexibility and adaptability to facilitate an in-depth exploration of participants' experiences and perspectives. These participants were selected through a purposive sampling method ensuring the relevance and depth of the required data. Although the method posed limitations such as generalisability, this did not supersede the need to access information-rich cases.

Furthermore, despite potential limitations, the overall approach was shown to be fitting for the in-depth exploration of complex phenomena, the nuances of which might be missed in a quantitative approach. Adopting a multi-pronged approach to addressing ethics and mitigating potential risks to achieving rigour contributed towards trustworthy and impactful findings that can contribute to discourse on social enterprises.

CHAPTER 5 RESEARCH FINDINGS

5.1. Introduction

The study aimed to determine the relationship between transformational leadership and business model innovation within social enterprises. Chapter 4 presented the research methodology and design implemented in this study. This chapter presents the findings from 17 in-depth semi-structured interviews from the data collection in line with the methodology and design. Thematic analysis yielded 1747 quotations of significance, with 145 codes (Appendix 4) representing interconnected themes relating to transformational leadership, business model innovation, and social enterprises. The codes were later categorised into ten code groups, namely;

Table 2 - Thematic analysis codes (Author's compilation)

<u>Research Questions</u>	<u>Code Groups</u>
<i>How do individuals embody and enact the characteristics of transformational leadership within their professional roles?</i>	Transformational leadership description
	Transformational leadership characteristics
	Transformational leadership behaviour
	Transformational leadership benefits
<i>How does transformational leadership influence employee motivation, creativity and organisational culture?</i>	Organisational culture and climate
	Employee engagement and motivation
	Creativity: innovation and problem-solving
<i>How does transformational leadership facilitate business model innovation and identify opportunities addressing social and developmental challenges?</i>	Business model innovation
	Change management
	Impact and sustainability

The interview participants, social entrepreneurs and leaders within social enterprises

spanning various development sectors were asked to define and interpret transformational leadership and share examples of how they demonstrated specific behaviours associated with transformational leadership, including idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. In addition, participants provided their approach to managing change and encouraging creativity within the context of the social enterprises they currently worked in or have previously worked in.

The interview guide covered three research questions, including a free-flow question for participants to reflect on their overall experience and thoughts on transformational leadership or their experience within social enterprises. The questions were formulated to capture the participants' experiences and perspectives on transformational leadership and business model innovation and are directly aligned with the study's research topic: *The influence of transformational leadership in business model innovation within social enterprises.*

These questions were interested in exploring;

- The leaders' embodiment and enactment of transformational leadership
- Transformational leadership and its influence on employee motivation, creativity and culture.
- Transformational leadership and its influence on business model innovation, and
- The overarching reflections on transformational leadership and experience within social enterprises.

Chapter 5 explores this influence by examining the various aspects of transformational leadership, behaviour, and benefits. The mindset and enabling practices of transformational leadership will also be presented. The sections will also reflect on organisational culture and climate, employee engagement, innovation, and problem-solving. Business model innovation will also be examined in the context of what the leaders have affected and the impact of business model innovation. Finally, change management, impact, and sustainability will be expressed.

5.2 Sample description

Non-probability sampling, specifically judgement sampling, was used to shortlist the interview participants due to their experience in social entrepreneurship and the potentially small group of self-identifying transformational leaders. Desktop research

across LinkedIn and the identified organisations' websites was used to identify potential leaders. A few participants were recommended through the researcher's network and others identified from historical encounters. Outreach was conducted through email and LinkedIn to request interviews from shortlisted participants. The following table shows an overview of the respondents.

Table 3 - Profile of respondents and the represented social enterprises

Participant Code	Social enterprise type
Respondent 1	Entrepreneurship development
Respondent 2	Women-focused coaching
Respondent 3	Public health
Respondent 4	Youth employment services
Respondent 5	Technology for impact
Respondent 6	Wellbeing economy alliance
Respondent 7	Creative entrepreneurship incubator
Respondent 8	Youth employment through digital skills
Respondent 9	Food sovereignty
Respondent 10	Youth led content agency
Respondent 11	Urban tours and regeneration
Respondent 12	Child and youth skills development
Respondent 13	Youth employment services
Respondent 14	Food sovereignty
Respondent 15	Entrepreneurship development
Respondent 16	Entrepreneurship development
Respondent 17	Waste management

5.3 Findings on research question 1

The following themes emerged in line with research question 1: *How do individuals embody and enact the characteristics of transformational leadership within their professional roles?*

5.3.1 Transformational leadership definition and traits

Respondents were requested to define and interpret transformational leadership. The question of defining transformational leadership garnered various responses.

5.3.1.1 Defining transformational leadership

One respondent described it as encapsulating inspiration and motivation to take an organisation to the next level, and others described it as having the ability to change not only the leader and followers but external stakeholders as well.

The following quote reflects perceptions of a transformational leader's role in mobilising the collective effort of a team to elevate the organisation's performance.

"I think transformational leadership is leadership that inspires and motivates the organisation to kind of come along with you as the as the leader, to to, you know, like, take the organisation to the next level, or to meet the specific needs that you, that you are focusing on." (Respondent 3)

Respondent 1's quote expands to include the transformational leader's role in developing individuals within the organisation.

"So transformational leadership is, how do you transform the individuals, who you are, who you are working with" (Respondent 1)

The interpretation of transformational leadership included reflecting on the transformational leader as enabling a growth mindset and potentially disrupting structures. Respondent 1 reflects an effective transformational leader as being able to energise and motivate individuals.

"And so if you make them excited, motivated, and give them permission to go and disrupt that system that they've chosen to do it, then that's when you get sort of exponential returns on on your sort of leadership and management." (Respondent 1)

In contrast, respondent 2 presents a more universal understanding of transformational leadership focused on addressing oppressive institutional

structure.

"So my idea of transformational leadership is really big. It's not most people think about it like, in small ways, be representation like. Still, it is about recognising that historically and globally, we have built institutions that do not serve people." (Respondent 2)

5.3.1.2 Transformational leadership characteristics

Respondents further reflected on transformational leadership characteristics, relating this to their own experience embodying them.

Respondent 1 introduced the need for charisma and storytelling.

"I'm a storyteller. I drive the vision of the team forward."

Respondent "I am the charismatic leader, and I don't want people to follow me. I want people to follow the same vision that I'm following." (Respondent 1)

Respondent 3 added a transformational leader's ability to identify opportunities which drive impact and enable change.

"I think transformational leadership is important for identifying opportunities. I think that if you're not leading in a transformational manner that you can miss the opportunities like not spot them." (Respondent 3)

Respondent 6 included the ability to enable change, with a focus on the personal transformation of individuals.

"And so for me, that's transformational, because if you can transform your team just based on how they are, where they're situated, just in their mindsets and their abilities, and, yeah, their capacities on a one-to-one basis." (Respondent 6)

Respondent 12 reflected on the tangible benefits of effective transformational leadership, which included employee engagement and organisational performance.

"So we've seen financial benefits, outcome and impact benefits, high employee engagement, reputational benefits, you know."

(Respondent 12)

5.3.1.2 Summary on transformational leadership definition and traits

The responses on transformational leadership were multifaceted due to respondents' understanding, application, and perspective on impact. While the core values of inspiration and motivation were consistently mentioned and emphasised, interpretations expanded to include individual transformation and systemic change (Respondent 1: "disrupt that system"). Additional characteristics included the components of communication as related to storytelling, vision setting, and charismatic leadership (Respondent 10: "I'm a storyteller... I drive the vision of the team forward). The perceived benefits of transformational leadership included generating positive results, stakeholder engagement, and long-term vision (Respondent 12: "financial benefits, outcome and impact benefits, high employee engagement, reputational benefits").

5.3.2 Transformational leadership behaviour

Participants were asked to describe times when they embodied transformational leadership behaviours and reflect on their experiences. Responses included influencing participants' behaviour, including adapting, authenticity, valuing their lived experience, communicating vision and role modelling.

5.3.2.1 Transformational leadership behaviour - adapting

Adapting was addressed by all participants, who identified it as a characteristic of transformational leadership behaviour. One respondent reflected on the need for organisation-wide adaptation, including processes and human resources, to fulfil an opportunity.

"So we needed to innovate, and that meant learning about a whole different business so So learning about online training and how how training works in the online space, and learner, learner management databases and things like that that were like completely out of our depth." (Respondent 3)

Another respondent reflected on the pivoting to food security during the COVID-19 pandemic despite having previously been a creative and social enterprise.

"Was always my, yes, the community needs food, but how do we do this in a social entrepreneurial way, so you adapt still with your main purpose and mission like that should purpose and vision should be a long-term thing that is speaking

to a broader kind of societal need, but The way that you do that can be adapted.”
(Respondent 6)

In addition, one response highlighted the importance of adapting to the organisation's new situations and contexts.

“I think leadership adapts to depending on what the situation is. That's also what I realised as a very valuable characteristic of leadership, it needs to adapt to the situation.” (Respondent 7)

5.3.2.2. Transformational leadership behaviour - authenticity

Authenticity was highlighted through various responses explaining the need to show up authentically and in alignment with the organisation's social mission. Respondent 5 highlights the intersection of emotional sensitivity and transformational leadership style.

“It's not necessarily related to me being female, but I am a really emotional, emotionally sensitive person, right? I feel deeply in a way. So you will, you'll, you'll see me. Probably everyone on the team has seen me crying in different conversations and where I'm really passionate about something, you will, I will get emotional in that way.” (Respondent 5)

Respondent 1 was critical of the impact of performance metrics, cautioning that over emphasising these metrics can hinder leadership authenticity.

“If you, if you're chasing numbers and metrics the whole time, that that might get in the way of the authenticity with which you're doing the program.” (Respondent 1)

5.3.2.3 Transformational leadership behaviour - value of lived experience

Respondents also spoke about the value of lived experience as guidance on their commitment to the social mission and transformational leadership style. Respondent 6 reflects on how different experiences have influenced her leadership style.

“But I also have been in a lot of different environments, from very corporate spaces to advertising agencies, so I think my leadership style has also been influenced by previous leaders that I've been under.” (Respondent 6)

Respondent 7 offers a more deeply personal narrative of background and upbringing shaping his leadership style.

"I think my story, first and foremost, I don't come from a fancy background, the community I grew up in, here in Johannesburg Bertrams, moved this side when I was 12 years old, and from Mpumalanga and it was very chaotic." (Respondent 7)

5.3.2.4 Transformational leadership behaviour - communication

Ten respondents expressed that communicating a vision is a key element of their leadership. Respondent 6 emphasises the importance of simple communication.

"I think it needs to be simple. It can't be with like language that people don't resonate with or understand." (Respondent 6)

While Respondent 8 emphasised the importance of emotive communication.

"So I think my my role, the weight of it, is in being able to communicate that (vision) in a way that touches, at the least, the hem of people's hearts as we're the social consciousness of the organisation." (Respondent 8)

Respondent 5 shares the importance of continuously communicating during significant organisational change.

"there's never too much communication around big change, and that is around constantly reinforcing on a monthly basis, when you're looking at things like all hands, meetings and those types of things reinforcing new strategies, new changes that come in constantly." (Respondent 5)

Respondent 7's view complements the previous one of continuous communication and highlights the need for inclusivity in decision-making.

"There's some things that I don't necessarily have the ability to get people's input, but I love, you know, putting something on the table, and we all contribute to it in a democratic way, and making sure that whatever inputs they have met their contribution to the project matter." (Respondent 7)

5.3.2.5 Transformational leadership behaviour - role modelling

Finally, role modelling was identified by 12 respondents out of the 17 as a valuable trait of transformational leadership. The following quotes emphasise the importance of demonstrating desired actions as a transformational leader. Respondent 1 uses an anecdote of two Roman generals to reflect the value of action over words.

“Rather, there's a famous story about two Roman generals, one of whom was a great orator and could make these beautifully impassioned speeches, then nobody would march. And then there was another general who who would stand in front of his troops covered in blood, having just led the troops in battle, wiping the blood off his sword, and in a few words, tells people why what they're doing is important, and then the men March.” (Respondent 1)

Respondent 2 builds on the idea of actions to highlight the importance of modelling desired behaviour.

“And we don't say, hey, you have to be a compassionate leader. We demonstrate compassion,” (Respondent 2)

Furthermore, respondent 3 reinforces role modelling to show the personal commitment required from the leader in demonstrating the desired action.

“So instead of just saying to people, Look, you need to attend webinars or courses in order to get up to speed, I would be attending them also, to also get up to speed and to model in in that way” (Respondent 3)

Respondent 9 reflects an awareness of leaders' influence, which motivates them (as leaders) to improve continuously.

“I can easily say, you know, my role is very critical at this stage. You know, when you have people that are looking up to you, you know, it pushes you now, which you know (that) I must do better every day.” (Respondent 9)

5.3.2.6 Transformational leadership behaviour - empathy

Respondents also reflected being guided by a value for empathy. Respondent 15 expresses empathy as critical for effective leadership.

“So empathy plays a key role as you are leading understanding people before you even judge them, before you even label them and and so empathy plays a big, a big role in in leadership. And being an empathetic leader, you can't transform if you don't have an empathy. That's, that's, you know, that's a given” (Respondent 15)

Similarly, Respondent 13 emphasises the value of empathy as integral to identifying internal opportunities.

“Identifying opportunities is really about empathy, for lack of a better way of

putting it, I need to be able to put myself in other people's shoes.” (Respondent 13)

5.3.2.7 Transformational leadership behaviour - empowerment

Respondents also expressed being guided by a commitment to empowering employers. Respondent 5 reflects on the impact of presenting team members with challenging problems that, in turn, stimulate innovation.

“But actually foster innovation by giving people really hard problems to solve, always normally rise to the occasion, right in amazing ways that you wouldn't have thought of yourself and so by that, it then helps you learn from them, as well as they they learn from you.” (Respondent 5)

Respondent 11 further strengthens the value of empowerment by advocating for followers' decision-making autonomy.

“And just giving people a little bit of more leeway to say, if you can get a hold of me and this decision needs to be made, and you think is right, please go ahead.” (Respondent 11)

5.3.2.8 Summary of transformational leadership behaviour findings

The top code groups in transformational leadership behaviour included authenticity, communication, role modelling, empathy and empowerment. The importance of adaptation was underscored by various examples reflecting how approaches were adjusted in response to internal and external organisational factors to be agile and responsive (Respondent 3: "...learning about a whole different business). Authenticity and role modelling emphasised the significance of genuine connection and leading by example (Respondent 5: "... emotionally sensitive person..."). Effective communication of a clear vision emerged as a tool to drive change and motivate teams (Respondent 6: "...communicate that (vision) in a way that touches..."). Themes like empowerment and empathy also emerged (Respondent 11: “giving people lee way”) and (Respondent 15: “you can't transform if you don't have empathy”).

5.3.3 Transformational leadership mindset

The following emerging themes align with research question 2: *How does transformational leadership influence employee motivation, creativity and organisational culture?*

Respondents shared their leadership experiences and perspectives, themes about their

beliefs, assumptions, and perspectives emerged. This section explores how respondents' transformational leadership mindsets shape their actions and decision-making.

5.3.3.1 Transformational leadership mindset; non-traditional approaches to leadership

Respondents shared their leadership mindsets through various perspectives, including non-traditional approaches to leadership. Respondent 1 introduced leadership that is centred on humanity.

"It's called leading for humanity. We're out, how do people lead with and for humanity?" (Respondent 1)

Respondent 4 critiques traditional leadership styles for failing to support transformation and prioritising personal preference over collective needs.

"And I think that's where we have a stagnation of leadership, because we've got old leadership styles that are not serving transformation, or we have immature leadership styles that are just saying, I'm going to do it my way," (Respondent 4)

Furthermore, Respondent 6 rejects traditional leadership practices and emphasises emotional intelligence in leadership.

"They'd seen them as just numbers. I think that's where a lot of the traditional kind of top down leadership styles kind of work from, and I think we need to be much more, yeah, working at the emotional level." (Respondent 6)

Respondent 1 asserts leadership as transcending hierarchy and formal titles.

"And that leader, leadership is not positional. It's not where you sit on an organogram about the do people follow you" (Respondent 1)

This insight highlights the need to dismantle the hierarchy to enable collaboration and trust.

"But if we work together and there's no hierarchy in the way we operate and engage with each other, it's probably better for building trust and building a way forward that allows us to work together, and that's two-way feedback quite early on." (Respondent 13)

Respondents also expressed the dynamic process of mutual exchange within their leadership. The following response articulates leadership as beneficial for both sides

instead of being a top-down approach.

"They like very, very young to be. And so I see that as an exchange. It's not a top down thing of like, I am going to teach you the way and you follow me."

(Respondent 6)

5.3.3.2. Transformational leadership mindset - ethical management and integrity

Some respondents expressed ethical management and the need to prioritise integrity and responsibility. The following quotation emphasises the foundational role that integrity plays in transformational leadership.

"yeah, (I was) just speaking about that yesterday, that integrity is huge, and that is what it is. It's, it's, you can't, you shouldn't be that transformational leader if you're not living that art in your own life." (Respondent 6)

A complementary viewpoint is expressed by Respondent 8 reflects the importance of maintaining ethical standards.

"And so, so for me, it's maintaining high ethical standards. You know, when you look at things like gifting, right? We cannot be seen as the social consciousness of an organisation," (Respondent 8)

5.3.3.3 Summary on transformational leadership mindset findings

Respondents' leadership mindsets largely revealed a clear departure from hierarchical and traditional approaches. The emphasis on humanity-centred leadership (Respondent 1), rejecting authoritarianism (Respondent 1: "leadership is not positional"), and prioritising mutual exchange (Respondent 6: "It's not a top-down thing") reflects collaborative and empowering leadership styles. Time was also reflected as a resource (Respondent 2) and an enabler of flexibility and adaptability. Ethical management and integrity (Respondent 6: "...integrity is huge") show a commitment to responsible leadership as fundamental to enacting transformative change.

5.3.4 Transformational leader as an enabler

This section looks at the enabling effect of transformational leaders. Respondents highlighted how they supported teams, co-created ideal situations, helped team members develop required skills, focused on goals, harnessed the best out of their team members and instilled trust.

5.3.4.1 Transformational leader as an enabler - supporting followers

Respondents contributed to how they cultivated support for their team members. Respondent 1's reflection below highlights the role of encouragement and support in leadership, emphasising the value of positive reinforcement.

"It's a question of, sort of encouraging them and can and endorsing what they've said and then at the appropriate time, coaching them in a positive way."
(Respondent 1)

Respondent 4 builds on this by articulating a leader's role as harnessing team members' strengths while simultaneously focusing on the broader vision.

"That's my role as a leader (Incredible) is to harness that, harness everybody's strengths, contextualise it, hold the bigger picture in the vision. See that people don't get demotivated and still drive results, incredible" (Respondent 4)

The following insights reflect the value of aligning personal and organisational vision.

"I've made it very personal, challenging the team that you know, what, if this doesn't align with your own personal vision, I'm giving you space. Use those Fridays to explore. What is your purpose?" (Respondent 16)

5.3.4.2 Transformational leader as an enabler - fostering collaboration

Respondents also reflected on fostering a collaborative environment to co-create ideal situations with their teams. Respondent 14 demonstrates a vision of leadership that is neither authoritarian nor dictatorial.

"It's less of a kind of authoritative or dictatorship type of leadership, but more like working together as a unit, you know, asking for the input. What do you guys think about this? And what do you guys think about it? And then work through the pros and cons of each of the ideas and so on, and then trying to find a solution that will best suit all of us." (Respondent 14)

Respondent 13 shows the significance of co-creating leadership by sharing a shared vision and transcending individual ideas.

"And this is why we're co-creating. There's always an end in mind. That's not me and my ideas. It's what we both aligned we're trying to work towards."
(Respondent 13)

This quote reflects the need for team members to feel a sense of ownership in the decision-making process.

“So I'd like them to feel like the part of that process, that they have complete ownership of that process, and that they see them themselves.” (Respondent 12)

Respondent 13 reflects on his leadership role as a coordinator or convenor, reflecting the importance of collaboration among diverse stakeholders.

“Well, I don't do anything, but if I bring together stakeholders like the government have a vested interest in this, civil society, people who do run programmatic things, but are facing certain roadblocks, funders that have certain motivations, my job is just to convene all of these people and help us speak the same languages, same language, rather to make a difference.” (Respondent 13)

5.3.4.3 Transformational leader as an enabler - development of followers

Furthermore, in their role as enablers, respondents reflected on how they contributed to developing their teams to enhance or develop required skills. The value of past experiences is brought back in focus with Respondent 6's reflection on the support provided by past bosses.

“I had that two of my bosses, if I wouldn't have classes, I wouldn't have a driver's license that random people, not a part of my family, kind of invested in, and it wasn't that hard to do. And so I'm very passionate about investing in people that might not look like I'm teaching you how to do a Google Sheet spreadsheet” (Respondent 6)

The sentiment of mentorship and investing in young people is echoed by Respondent 7, who reinforces knowledge and skill transfer in younger individuals.

“I'm always having some young person around, and I tell them how important it is to know to do these things.” (Respondent 7)

Beyond skill development, respondents also highlighted the importance of harnessing the strengths and talents of their teams, ensuring that they excelled. The importance of helping individuals recognise their capabilities is brought through in the following quote.

“It's all about getting people to take the blinkers off what they think they're capable of.” (Respondent 1)

Respondent 3 further supports this notion by discussing her focus on developmental

growth related to followers.

"I think I'm quite like developmentally focused, which means that I like followers to grow in and of themselves, not just for the benefits of the of the organisation."

(Respondent 3)

Introspectively, Respondent 7 highlights how stepping out of their comfort zone influenced their personal growth and, in turn, the inspiration for others to pursue their aspirations.

"I think that has played a crucial part in how I've developed myself, but also how I tell my story to other people, in terms of like chasing your dreams and now creating other abilities or opportunities because you are able to step out of your comfort zone," (Respondent 7)

5.3.4.4 Transformational leader as an enabler - instilling trust

Respondents also expressed how they built and instilled trust. Respondent 1 reflects the necessity of instilling self-belief in individuals.

"You just, you just have to give people the self-belief and the confidence to speak up on those things and no, and then they've got to know that you've got their back and that, and that's the most important thing", (Respondent 1)

Similarly, this quote is a practical example of a supportive approach deployed by respondent 11.

"Mostly people come and say, Oh, listen, there was this thing that we thought we could do, but then we wanted you to to give the Go ahead. And I'm like, Listen, this is a great idea. Go ahead and do it. And I could keep doing that over and over again. And your point, you see like now we have a track record of you always coming up with good solutions and good ideas." (Respondent 11)

5.3.4.5 Summary of the transformational leader as an enabler

The findings on enabling leadership practices emphasised support, collaboration and trust building. Respondents showed a commitment to empowering team members through support, including encouragement and coaching (Respondent 1: "encouraging them... coaching them in a positive way"), fostering collaborative environments for co-creation (Respondent 14: "... working together as a unit"), and investing in skill development (Respondent 6: "... investing in people"). Respondents also reflected harnessing individual strengths and talents, along with instilling confidence and trust,

further reinforced the empowering nature of these leadership approaches (Respondent 1: "... give people the self-belief.. know that you've got their back"). These enabling leadership strategies reflected support, collaboration, trust and a demonstration of various ways to foster high-performing and engaging teams.

5.4 Findings on Research question 2

The themes that have emerged align with the research question: *How does transformational leadership influence employee motivation, creativity and organisational culture?*

Insights included accountability, fostering a positive organisational culture and climate, empowering employees, promoting psychological safety, driving organisational transformation and establishing a shared purpose and strong reputation. The top five performing code groups, by frequency, included the role of the leader in affecting culture, an enabling and conducive environment and the support provided, the value of stakeholder engagement and shared purpose.

5.4.1 Transformational leadership and organisational culture and climate

This section examines organisational culture and climate as reflected in the respondents' case studies.

5.4.1.1 Transformational leadership and culture

Respondents reflect on the role of the leader in driving organisational culture and climate. Respondent 5's observation highlights the need for leaders to actively define and cultivate the desired culture from the onset.

"And I think a lot of a lot of startup founders aren't intentional enough about creating the culture that they that they want, and instilling that in the team early"
(Respondent 5)

Expanding on the need for clarity in identifying culture, Respondent 6 reflects on educating new team members to understand valued behaviours in that organisation.

"I always showcase even new members. We do a presentation to show them, like, what is our archetype as a organisation, and one is risk what is the risk taker archetype? I forgot, but essentially, we showcase that that is the nature of our organisation. So helping them understand the culture of our organisation is really important," (Respondent 6)

Respondent 13 further illuminates leaders' role in setting the tone on what is desired and what isn't.

"Yeah, I'd say very important. I think you set the tone. You teach people the behaviors that are accepted and also the accountable person for behaviors and attitudes and norms, because you're seen as the holder or the carrier of a lot of those things. So if you don't embody a lot of these things, it's the difference between a strong culture or a negative culture, or a weak culture, even."
Respondent 13

5.4.1.2 Transformational leadership and climate

The following quotes reflect contributions to what an enabling and conducive environment entails through encouraging vulnerability, experimentation and employee motivation. The following insight underscores the value of responsiveness within organisational systems.

"..that your organisational system must be responsive and supported. Yeah, there's no point me telling our junior staff that you can be vulnerable, and then when they are, we're like, not at the work," (Respondent 2)

Respondent 1 discusses climate bravery and experimentation as a requirement for creating an environment of risk-taking and innovation.

"But yeah, it's creating an environment of of bravery, of of experimentation, but always with a sense of, why are we doing this?" (Respondent 1)

Respondent 4 addresses the impact of workplace dynamics on employee engagement by relating the delicate balance between providing inspiring work and not overworking team members.

"Yeah, so, so the work that we do is inspiring enough for employees to be engaged. However, if you start over draining that, yeah. And now we always work over time, and we always work with, you know, then, then the flavour starts changing." (Respondent 4)

The importance of organisational flexibility is introduced as fostering a development climate and accommodating diverse team members. The following respondent expresses the iterative process of helping individuals articulate and develop their goals.

"We will support you. We will review and refine your one so what you desire. We

then, as a whole organisation, sit down and ask questions. So she does that. She comes with the first iteration. We ask a lot of questions." (Respondent 2)

Respondent 16 addresses the structural elements within workplaces, providing practical examples of the flexibility needed to forge a climate that accommodates women and the diverse responsibilities they juggle.

"And even in the structure of the company, we've got a four-day work week... Women wear many hats. They deserve Friday off and do other things that are required of them, whether it's taking like just taking time off, or see their mom and taking their mom to the doctor, like we get involved with many things. The current work structure does not allow for that to be in the fullness of who we are as women, and to fill, fulfill the many roles that we play." (Respondent 16)

Another factor of value in climate is the value of stakeholder engagement. Respondent 3's insights present the value of maintaining connections with stakeholders.

"And so what I did is I is because it was important to me, I stayed close to the community or close to the clients or whoever it was that I was working with, and continue to do some of that, working even in a CEO or Executive Director role, and that was important because it kept me in touch with why we were doing what we were doing" (Respondent 3)

Respondent 13 brings across stakeholder engagement as it relates to creating a climate of transparency and understanding of change.

"And if you want to lead change, then you've got to start from helping your team to understand why the change, what the change means to them, what impact the change would have, what the possible risks of that change and how it would impact different stakeholders and the organisation as a whole." (Respondent 12)

Respondents also reflected on a shared purpose as a factor in organisational culture and climate. The following insights show the importance of shared principles, clear communication, and collective engagement in driving effectiveness and accountability. Respondent 5 relates the power of simplicity in decision-making and the value of easy principles that can provide agency and accountability.

"And if you get people to have easy, easier to remember principles in mind, then you can give a lot more agency and accountability decision making power. You can distribute it a lot more because there's those common, common values and common principles that people are checking in with themselves on around their

decision making." (Respondent 5)

This quote reflects the value of articulating effort as the result of the collective and not an individual.

"So I drive organisational success, not as an individual, but as a collective, but an intentional collective that is bought into, and I try and bring the teams as much as I can together to see that transformative the possibilities and achievements that we collectively address," (Respondent 12)

5.4.1.3 Transformational leadership and organisational culture and climate

Findings on organisational culture and climate showed critical factors contributing to a positive and productive work environment. The respondents, social entrepreneurs and leaders in social enterprises reflected on the active role they played in shaping culture and achieving this through intentional action and consistent behaviours (Respondent 13: "... you set the tone"). Creating an enabling and conducive environment was also characterised by support, psychological safety, and opportunities to experiment and empower employees (Respondent 1: "... creating an environment of bravery"). Stakeholder engagement and establishing shared purpose were also emphasised together with the value of collaborative approaches and a clear organisational mission (Respondent 12: "... helping your team understand why the change ...")

5.4.2 Transformational leadership and employee engagement and motivation

Employee engagement and motivation emerged as constructs, with respondents examining how these contribute or detract from organisational goals.

5.4.2.1 Transformational leadership and employee engagement

Respondents reflected on the value of getting to know their team members as a factor of employee engagement. This includes understanding their strengths, weaknesses and aspirations. The following respondent reflects on the challenges of working in a remote setting, needing to be more intentional with spontaneous exchanges and relationship-building.

"Because in these remote scenarios right here, you miss out quite a lot on the casual conversations that you would have with someone if you were in the same office, the ones you have while you waiting for the kettle to to boil or, you know, and so you'd have to make intentional spaces for

those, to let those to let people share ideas or just relax.” (Respondent 5)

The following insight complements this perspective by foregrounding the role of personality tests and assessments in fostering and enhancing employee engagement.

“And I’m a huge fan of personality tests. So it’s also, again, because of the context that we’re (organisation name omitted), a lot of our youth have never done like a Myers Briggs, and it actually also helps the dynamics of the team. ... Because now we realise, oh, this person, yeah, gifted in this area, not so gifted, there.” (Respondent 6)

The following insights highlight the critical role of fostering inclusive communication styles and enabling collaboration in fostering engagement. Respondent 5 reflects diversity in the communication preferences of team members, highlighting the value of understanding different individuals' processing and sharing ideas differently.

“Some people like to absorb things and, you know, think deeply about them before they share their thoughts. Others are much more like blurt up all of the ideas in a long stream of consciousness type chat.” (Respondent 5)

The following respondent shows the value of establishing grounding with individuals, which is needed for employee engagement.

“You need to have some kind of grounding with the people in the room. And so I think that really allows and the power dynamics to kind of balance that out, like no idea is stupid. So check-ins that facilitate that kind of opening and grounding is very important.” (Respondent 6)

5.4.2.2 Transformational leadership and motivation

The following respondents also identified a commitment to value and service as a contributor to motivation. They emphasised the powerful underlying purpose of inspiring alignment with a social mission.

Respondent 1 holding onto the social mission with every decision making.

“a clear sense of why we do what we do, yeah, yeah. And who do we serve? ...yes, we had clients who were paying us the money to do the

work. Yeah, but, but we were serving the youth of South Africa.”

Respondent 1

Furthermore, Respondent 17 reflects recruiting team members who prioritize being of service and making an impact.

“We chose individuals that when we looked into a profile, there was, was serving. Serving as the biggest elemental character that we look for, as long as you had a serving heart as well as an open mind, with regards to, you know, being able to change, and that's how we've been able to to motivate and inspire” (Respondent 17)

Additional insights showed the importance of understanding individual motivation. These respondents examined how motivational factors were leveraged. Respondent 8 reflects the need to understand intrinsic motivations to enhance engagement and productivity.

“What motivates people to do the things they want to motivate they want to do? Because, yeah, because I think a lot of the time, I spend a lot of the time in understanding people's motivation” (Respondent 8)

Respondent 13 reinforces this by adding the need for leaders to engage in meaningful conversations about team members' aspirations and desires.

“Quite often, understand what their motivations are and what they want to do, and then try to figure out ways to create Win, win situations.” (Respondent 13)

5.4.2.3 Summary on findings on transformational leadership and employee engagement and motivation

Findings on transformational leadership and employee engagement showed employee engagement as a central construct, with respondents exploring its nature and impact on organizational goals. Getting to know the team and building relationships was seen to be of value (Respondent 5: “... these remote scenarios... you miss out on the casual conversation that you would have with someone if you were in the same office”). Prioritising service and aligning with a clear organisational purpose was seen to contribute towards engagement and motivation (Respondent 1: “clear sense of why we do this... who do we serve”). Creating opportunities for open communication, constructive feedback and continuous learning was also highlighted (Respondent 6: “you need to have

some kind of grounding with the people”)

5.4.3 Transformational leadership and creativity - innovation and problem solving

The following section reflects on contributing factors identified by respondents in the study on the influence of transformational leadership on the business model innovation of social enterprises. The respondents, leaders and managers within social enterprises share insights on fostering innovation and facilitating problem-solving within the teams they've led. The top performing code groups relating to innovation and problem-solving were the value of learning and improving for the leader, problem-solving, creativity from team members, problem-solving and the benefits of problem-solving.

Respondents were committed to continuous learning and improvement due to various advantages, including adapting to evolving challenges and maintaining effectiveness. The following insights touch on the importance of adaptability, personal development and continuous learning in the context of transformational leadership. Respondent 3 emphasises the importance of adaptability, embracing change and seeking innovation.

“So I think that being open to being open to change, being agile and able to sort of change very quickly, are useful tools within transformational leadership that that links directly to innovation and helps you, helps you identify the opportunities to innovate.” (Respondent 3)

The following insight builds on this, highlighting the leader’s responsibility to engage in continuous personal development as an organisation scales.

“I mean, like I said to you, I'm working more and more and more on myself because of the role I see, you know, the bigger the organisation is getting, the more I see how important the leader is” (Respondent 4)

Respondent 14 emphasizes the ongoing nature of personal development as well.

“But it took me a while to get there, and even now, I'm still going through development training and so to try and get the point across.” (Respondent 14)

Respondents identified problem-solving as a desirable skill, and some shared how they equipped their teams to identify and solve problems proactively.

Respondent 8 reflects the role of context in effective problem-solving showing the importance of situational awareness when addressing challenges.

“So the one thing that that I'm also quite intentional about is, like, always understand context when you problem solving, so that that's, I think that's the one place I never want to skimp on. You know, though, when, when, when, when, when, when, a problem whatever arises” (Respondent 8)

Additionally, Respondent 12 emphasises encouraging individuals to think independently and contribute their insights when facing challenges.

“I often tell them that, sorry, we both have brains and they can't access my intelligence, they've got to first access theirs, and so you got to have have the solution, no matter how small, have alternative solutions, and then we can have the conversation.” (Respondent 12)

Fostering team members' creativity was critical, with respondents sharing how they welcomed, valued, and facilitated the translation of ideas into potential solutions. These respondents emphasise the significance of empowerment and creativity in fostering innovation and engagement. The following viewpoint shows a strong empowerment philosophy, with the organisations being positioned as a tool to be leveraged.

“The second thing is, because we got this very strong empowerment approach, we are then recognising that an organisation, a business isn't a resource, it's an asset, and when it is an asset, it's an asset many people don't have. So we encourage our associates, we encourage our staff to innovate, to like you, come up with what you want to do,” (Respondent 2)

Respondent 7 shows a commitment to creating an open and welcoming atmosphere, showing the opportunity for leaders to inspire team members to push limits and explore bold ideas.

“So I encourage them to really hit the ceiling and break it with whatever that we're trying to achieve... I'm open to any other idea that you think is better than this, because I don't have all the greatest ideas. So let's, let's let the energy of creativity flow and and not be attached to the outcome too much.” (Respondent 7)

The combined value of creativity and problem-solving is emphasised in the ability

to transform challenges into opportunities through innovative thinking. Respondent 5 expresses the ability to cultivate an environment where challenges are seen as opportunities.

“There's a creative way to look at a lot of problems, right? And I think internally about having a culture of turning problems into opportunities, right?” (Respondent 5)

The following insights reinforce a vision-driven approach, underscoring the importance of aspiration in the problem-solving process.

“So I'm always just like, you know, let's think, yeah, let's think blue skies. What it is that you want. Hence, I was saying earlier on around once you understand how big the problem is, you understand how big the solution is.” (Respondent 8)

Respondent 8 addresses the reality of teams under pressure, noting the need for creative solving arising from limited resources and capacity constraints.

“Sure, I think, I think some of it had to come organically, just because the pressure, yeah, we are sometimes under and even as an internal team, not always being in a position where we've got the capacity that we need within the team, all the resources that we need to do, all the things that we need to do, always had to be creative.” (Respondent 16)

5.4.4 Benefits of innovation and problem-solving

The benefits of problem-solving were described, ranging from personal to organisational development. The following insight emphasises the importance of a solution-orientated approach for personal and professional growth.

“I've always been raised solution orientated, and I'm able to lead myself in spaces even when I'm uncomfortable. To say, yo. I don't know if I can do this, but I love putting myself out there, challenging myself, challenging my abilities, and being outside of my comfort zone.” (Respondent 7)

Respondent 17 reflects on the value of goal setting and how working backwards towards this enables innovative strategies.

“Because if you're all aligned on the principles, you need to worry less about the individual decision, because, because, you know they're coming from the same intention... like when you're thinking through

decisions, think about these, think about the impact it is going to have."
(Respondent 5)

Respondent 17 reflects the value of goal setting and how working backwards towards this enables innovative strategies.

"So we always look at, you know, the end problem, and then sort of work backwards to sort of get to learn through that notion, no, nice."
(Respondent 17)

This response reflects the value of informed decision-making and leveraging thoughtfulness and consideration.

"Yeah, just go and do what you think is right, and you've got to, you know, not just make it, you know, you want people to have thought about it and considered alternatives before they act on it." (Respondent 1)

Respondent 8 outlines the ability to solve solutions as a manifestation of innovative thinking.

"That's why I said, you know, sometimes you want to reposition it a little bit, you know, to kind of say your ability to solve a problem shows your creative prowess." (Respondent 8)

This response highlights that fostering an innovative culture is critical to addressing challenges and generating innovative, impactful solutions.

"They're going, you know, they're being so what we try to do is try and instill in people and say, like when you thinking through decisions, think about these, think about the impact is going to have." (Respondent 8)

5.4.5 Summary on findings on transformational leadership and creativity - innovation and problem-solving

Respondents shared various innovation and problem-solving practices they've overseen in their organisations. These insights reflected key contributing factors to fostering innovation and problem-solving. There was a commitment to continuous learning and improvement, seen to be critical in adapting to changes and maintaining organisational effectiveness (Respondent 3: "being agile and able to change effectively"). Another necessary action was proactive problem-solving aligned to the operational context (Respondent 8: "... understanding

context when problem-solving"). Fostering creativity, empowering team members and encouraging diverse perspectives also emerged (Respondent 2; "... encourage our staff to innovate"). The benefits of innovation and problem-solving related to both individual and organisational impact (Respondent 7: "... challenging myself... outside my comfort zone) (Respondent 8: "...your ability to solve a problem shows your creative prowess").

5.5 Findings on Research question 3

The following themes that have emerged align with the research question: How does transformational leadership influence employee motivation, creativity and organisational culture?

Insights that emerged included accountability, fostering a positive organisational culture and climate, empowering employees, promoting psychological safety, driving organisational transformation and establishing a shared purpose and strong reputation. The top five performing code groups, by frequency, included the role of the leader in affecting culture, an enabling and conducive environment and the support provided, the value of stakeholder engagement and shared purpose.

5.5.1 Transformational leadership and business model innovation

This section explores business model innovation. A significant section, given the research topic, explores the influence of transformational leadership on business model innovation within social enterprises. Respondents shared their perspectives in line with their own experiences on the enablers of business model innovation, the value of business model innovation, and the benefits that emerge in enabling social enterprises to fulfil their economic and social missions. The code groups presented include drivers of business model innovation, funding business model innovation, and the benefits of the business model as it relates to the respondents' experience.

5.5.1.1 Transformational leadership and business model innovation - drivers of innovation

The following respondents collectively highlight the importance of solution-oriented thinking and understanding impacts in decision-making processes. The following insights provide reflections on the drivers of business model innovation. Respondent 1 mentions an urgency in innovating due to a rapidly changing world.

"the rate of change of the world outside an organisation is so rapid that unless you are constantly innovating, not just for innovation sake, but but to stay relevant to, you know, to understand how different systems and structures are changing and how you need to fit into it." (Respondent 1).

Respondent 2 reflects on the impact of the COVID-19 pandemic, conditions that arise from uncertain times, and the need for flexible business models and resilient operational strategies to adapt to crises.

"Covid hit us, and we did a lot of nonprofits like we did. We did a lot of not work, but there was no resource because when COVID hit, the first thing that our clients did was pull back, if they weren't, no one's in the office." (Respondent 2)

Respondent 5 critically examines pricing strategies, customer readiness, and the two's compatibility. Furthermore, it aligns the product offering with clients' capabilities and needs.

"And the argument you know, for increasing pricing was based on the analysis and the data that brought to the table was that, you know, the customers that were were actually paying us a low amount, weren't actually having the impact we wanted to have, and maybe they just weren't ready to take advantage of these tools, or they need a different type of structure and support to do that." (Respondent 5)

The following insights reflect the need for border social engagement in entrepreneurial efforts, advocating for a more inclusive approach recognising diverse community needs.

"I noticed we originally were focused on young children from birth or age one all the way to matric, and we weren't forgotten on skills at all unemployment." (Respondent 12)

Respondent 4 emphasises the need for ongoing adaptation, as an organisation's capability needs to evolve in tandem with external dynamics.

"So the problems, the problems don't change, or because the problems are changing, the mindset and the skill set all the time has to change and be adapted." (Respondent 4)

The following response brings an additional layer of purpose driving the innovation

process reflecting the need to align the organisation's mission.

"You know, reinforcing, go back and reinforce why we're all here, like the social impact that we're working towards, that we're all we all believe in that larger, the larger vision and mission of the organisation, and that every change We're making is just optimising the impact we can have."
(Respondent 5)

5.5.1.2 Transformational leadership and business model innovation - types of business model innovation

The types of business model innovation ranged from changing the organisation to evolving processes or offering new services and products. The following insights present various aspects of innovation, transformation and strategic resource allocation. Respondent 1 highlights the innovative approach of creating a playbook that consolidates lessons learnt for a broader audience and scale.

"Yeah, and so now disrupting and innovating, and thankfully, we found, well, still to be confirmed, but a funder who believes in what we're going to be doing is, how do we take all the know, how and skills and tools that we use when doing that work directly with a cohort of people, build it into a playbook that can then be made available to lots of organisations and communities around the country who are working with young people and doing good work." (Respondent 1)

The following insight is on a hybrid business model, indicating a strategic evolution that aligned operations with a broader social mission.

"Business Name was initially established as just a consultancy, so we have transformed it into a social enterprise... then we had it so they were not working together. We have brought them together to create the hybrid social enterprise." (Respondent 2)

The following respondent relates the development of custom diagnostic tools to assess organisational effectiveness.

"So diagnostic tools, most firms kind of make their own diagnostic tools around a set of intellectual property. And there was a tool that we developed that really managed and assessed the effectiveness of organisations, teams and of individuals, and it was used in a strategy planning or succession planning or leadership development, those types

of things." (Respondent 13)

5.5.1.3 Transformational leadership and business model innovation - benefits of business model innovation

There are various benefits to business model innovation, some aligned with the organisation's social mission and others with the economic mission. The following insights reflect multifaceted strategies employed to enhance efficiency, impact, and sustainability. Respondent 4 focuses on metrics with a data-driven approach to organisational performance.

"If we've got retention rate is the same, but we've got a higher acquisition rate of new clients, then I can argue and say, okay, because we're more efficient, because we can scale better, possibly that's the reason why we've got more new clients" (Respondent 4)

Respondent 3 reflects the benefit of cost efficiency due to business model innovation in response to external pressures such as the pandemic.

"So it meant, before COVID, moving programs online, because it was cheaper to move things online, you could have a greater impact and reach more people for ultimately less money." (Respondent 3)

Respondent 16 looks at the benefit of ongoing reviews to strengthen the relevance and effectiveness of business models.

"So for us, it's something that we do every single year when we do our strategy, and in some cases, we're like, okay, no, the business model still works." (Respondent 16)

Respondent 10 reflects on the broad reach of their output and impact highlighting the potential for reaching global scale.

"So that grew us as our content, read by 101,000 people in 30 different countries" (Respondent 10)

The following insight foregrounds the necessity of innovation as a pathway to sustainable development.

"Okay, we need to pivot to a to a community, or to a ecosystem of map that will not only allow us to serve but also generate the waste to for us to become sustainable, you know, so by then, being able to look for the

mentorship, being able to seek the right advice, to able to dive through the business model with different sort of individuals, out of out of our organisation, asking the right questions allowed us to drive down to the business model." (Respondent 17)

Lastly, the insight from Respondent 5 relates to a strategic adjustment for improved revenue generation.

"So it ended up meaning that, from business model perspective, we increased prices, we made more revenue. So our revenue numbers had a sharper curve, which was which was great because that also, I guess, led us to having the right trajectory to get impact investment and move forward from that." (Respondent 5)

Respondent 11 notes that facing new challenges facilitates greater innovation in other areas.

"And when new challenges come, it's easier for you to be even more innovative in in other things that you do" (Respondent 11)

5.5.1.4 Summary of findings on transformational leadership and business model innovation

The findings of business model innovation revealed a range of drivers, including environmental changes like the COVID-19 pandemic, internal challenges and impact-driven approach (Respondent 5: "... customers... weren't actually having the impact we wanted". Insights on transformative innovations ranged from organisational restructure to process improvement and new offerings (Respondent 1: "... how do we take all the know-how... made available to lots of organisations"). The resulting benefits included improved efficiency, scalability, increased revenue, expanded reach and ultimately more significant social impact (Respondent 17: "...it's all about impact").

5.4.2 Transformational leadership influence on business model innovation and change management

Respondents also reflected on how business model innovation required change management. Their insights included a focus on their role in taking followers on the journey with them. In their reflection, they looked at their experience of resistance to change, their strategies to overcome change and the importance of change.

Change management was seen as a process requiring leadership, communication and a collaborative approach. The following examine the significance of vision, purpose and collaboration in enabling organisational transformation and achieving impactful outcomes. Respondent 1 highlights the emotional and motivational aspects of transformational leadership as it relates to change management.

"I think it's, it's being able to articulate a vision of what we could achieve, and then people have the choice of pursuing what's comfortable, known and easy, versus pursuing what is difficult, what is scary, but what could be incredible." (Respondent 1)

In addition, respondent 4 emphasises the need for clarity in change management to ensure a team-wide understanding of the rationale behind transformation.

"And so that's, for me, is the most important in this transformation is, why are we changing? What are we doing differently? Because we have to now be to achieve the goal." (Respondent 4)

5.4.2.1 Change management - strategies to overcome resistance

Respondents provided the following insights regarding strategies to overcome resistance to change. Respondent 1 discusses stakeholder engagement at a board level as a process to overcoming resistance and driving progress towards change.

"I would go through a process with the with the board, often in like internal process as a fellow board member, and sometimes utilising external assistance to to challenge the resistance and to move and to move the organisation forward." (Respondent 3)

This respondent examines addressing and discussing reasons for fear with team members and how discussing these is part of managing resistance to change.

"So what's your resistance to change? What are you scared about in terms of change? Have we not trained you enough? Don't. Are you scared you're going to make mistakes? You know? What is? What is the concern around that? Okay, so we know you're not going to lose your job, and we've trained you well. Now. How are you feeling about doing something different and constantly going back into that messaging?" (Respondent 4)

Respondent 14 presents the value of consultations to minimise resistance reflecting collaborative decision-making.

“There's always consultation with whatever we do, like this is not working out this? Is that? Or can we do this a bit better? Or they will say, must, you know, let's change this around. Let's try it this way. So there's always consultation with whatever we do. So this, I won't say this is a lot of resistance.” (Respondent 14)

5.4.2.1 Findings on transformational leadership and change management.

The change management responses revealed an emphasis on effective leadership, clear communication and a collaborative approach to managing change and overcoming resistance. (Respondent 1: “... articulate a vision... people have a choice”). Respondents also mentioned the value of open communication, addressing concerns, and providing adequate training and support to addressing resistance to change “Respondent 4: “... what are you scared about... we trained you well”). Change was reflected as an important contributor to organisational growth, adaptation and sustained success in a dynamic environment (Respondent 1: “constantly innovating... to stay relevant”).

5.4.3 Findings on transformational leadership and sustainability

Social enterprises respond to social and development challenges through the dual mission of social and economic intervention. This section looks at the manners in which respondents have either driven impact or sustainability in the organisations they lead. This section will present social impact, social challenges experienced by respondents, the benefits of social impact, the dual mission relating to social enterprises and the role of social enterprises.

These insights share various perspectives on workforce engagement and community impact. The following respondent addresses the organisation's effectiveness in delivering quality work to young people.

“Are we delivering quality work for a number of young people out there with a workforce who understands the vision and can assist those young people to meaningfully transform.” (Respondent 4)

Respondent 7 emphasises the need for community-centered approach, foregrounding others.

"What we're doing is for the community. It's not about us. We need to put ourselves aside. Yes, we are the ones showing up for this important task, but ideally we are doing this thing for the people, so the people come first." (Respondent 7)

This response provides insight into the value of experience in social impact work, highlighting the unique complexities and challenges inherent to the sector.

"Because, and to be fair, if you haven't done social impact on that scale before, that's why the work that we do people like us is quite important." (Respondent 8)

The following respondents share the importance of delivering quality work that prioritises social impact and addresses the unique challenges associated with social transformation initiatives. Respondent 17 vividly describes the reality faced by the elderly and the harsh treatment they face, often lacking in dignity.

"We start to remove old people using a bucket, you know, and carrying it down, and we started now to provide dignity." (Respondent 17)

This response notes the socio-economic challenges, pointing to multi-faced observations on the interplay between rising unemployment and the limitations of the existing education and vocational support system.

"First, unemployment is increasing on a very high level. Secondly, we also noticed that a lot of funders were beginning to look at enterprise and skills development and supply development. We also noticed that, you know, a lot of the young people that we were supporting from predo to matric were not able to transcend beyond matric." (Respondent 12)

Respondent 10's realities reflect the challenges faced by young people, including hunger, and recognise the link between basic needs and cognitive functioning.

"For example, you can't even think about your health. You can't even think about learning or being inspired. Okay, it's difficult to study. For example, if you're hungry, it's much more difficult if you don't know where your next meal is going to come from." (Respondent 10)

Respondents also related the transformative potential of targeted interventions for social impact. These were mentioned as being able to transform social impact beyond beneficiaries and contributing toward wide-ranging change. Respondent

1 reflected on the importance of equipping individuals with tools that enable personal growth.

"And if we can provide interventions and tools that can make them see their own potential, lead in themselves, understand their self worth, catalyst work that somebody else might do in giving them very specific either employment skills or business skills to be an entrepreneur and played a meaningful role in the ecosystem' (Respondent 1)

Respondent 4 saw the critical importance of investing in wide-ranging education due to the value of skills development as a contribution to economic growth.

"Everyone... needs to be investing in education. It is important for skills development and actually for economic growth." (Respondent 4)

The following response shares the intricate dynamics of addressing economic challenges through social enterprises.

"But we focused on unbanked and informal economies in Africa and emerging markets in Africa, and we do this through social entrepreneurship, and it literally took us four years just to be able to do that." (Respondent 10)

Respondent 5 reflects the equilibrium needed between social enterprises' nonprofit and profit elements.

"And I think what we found is we, as we develop the organisation as a social enterprise, you actually have to hit the right tone between the for profit and the nonprofit, or the impact and the revenue side of the business." (Respondent 5)

5.4.3.1 Summary on transformational leadership and sustainability findings

Findings on social impact and social challenges faced by the social enterprises reflected an overall commitment to addressing challenges and affecting change. In relation to the various sectors, respondents showed diverse and significant impact achieved from improving community well-being to fostering skill development and creating employment opportunities (Respondent 7: "... the community also has some type of hope"). The benefits were shown to extend to a broader population, economic development and societal improvement (Respondent 4: "...Because of education is our main problem in the country in

terms of skills and unemployment"). Reflecting on dual missions also showed a balanced approach to financial sustainability and social impact (Respondent 1: "corporate reflexes have to be balanced with a sense of why we are doing this").

5.12 Summary on research findings

The research investigated the influence of transformational leadership on business model innovation within social enterprises. Findings across the various themes resulted in multifaceted insights into the impact of transformational leadership on various social enterprises.

Transformational leadership was expressed in varying nuanced ways, reflecting the experience and understanding of everyone. Respondents shared insights that encompassed a definition that included inspiration, motivation, and the transformation of individuals, stakeholders, and organisations. Interpretations also included the potential for systemic change and the need to consider the needs of diverse internal and external stakeholders.

Transformational leadership behaviour was mainly characterised by adapting, authenticity, valuing lived experience, communicating vision and role modelling. These behaviours relate to navigating organisational and environmental changes, fostering team cohesion and driving impactful initiatives.

The overall leadership perspectives adopted by respondents reflected a shift to more humane and empowering approaches which leveraged collaboration, mutual exchange and ethical conduct. Respondents also emphasised a rejection of authoritarianism, prioritising empathy and fostering psychological safety.

Respondents also reflected on their role in enabling and empowering the environment and desired action. This included demonstrating strategies that focused on support, collaboration and building trust. They also shared insights on how they were able to empower teams through encouragement, fostering co-creation, investing in skill development, harnessing individual strengths and instilling confidence.

Respondents shared their critical role in shaping culture and a conducive climate in discussing organisational culture and climate. They related how they actively fostered a positive environment by leveraging accountability, empowerment, psychological safety and a shared purpose. They also reflected on stakeholder engagement's potential to achieve impact. Employee engagement was reflected

as on. Insights included the ability to engage employees through empowerment and clear communication.

Continuous learning and improvement were seen to be drivers of proactive problem-solving and fostering team creativity. Respondents described the benefits of practical problem-solving, a culture of innovation and continuous improvement in their organisations. Change management was also a relative area, with respondents sharing their case studies of navigating change through strong leadership, clear communication, collaborative approaches and proactive strategies that address resistance. The importance of change for organisational growth and competitiveness was consistently emphasised.

Finally, impact and sustainability emerged as a critical topic relevant to social enterprises. The represented organisations demonstrated a strong commitment to social impact, addressing diverse challenges and achieving wide-ranging benefits beyond immediate beneficiaries. Within this discussion, the dual mission of these enterprises was emphasised.

CHAPTER 6: DISCUSSION

6.1 Introduction

The following chapter analyses the research findings presented in Chapter 5, data collected from 17 semi-structured interviews, with the insights presented in Chapter 2, the literature review. The findings will be structured in line with the research questions, with each question discussed separately. Furthermore, the theoretical framework of transformational leadership will be part of the analysis. This analysis will contribute towards understanding the influence of transformational leadership on business model innovation within social enterprises. The themes uncovered in the research findings will be discussed per the relevant research questions.

6.2 Discussion of research question 1

How do individuals embody and enact the characteristics of transformational leadership within their professional roles?

Transformational leadership presents itself as a paradigm shift to traditional leadership styles. This chapter explores the multifaceted-ness of transformational leadership, reflecting on how individuals can embody and enact the principles of transformational leadership, including developing a leadership mindset, enabling the role of leaders, and exploring the qualities that inspire and motivate a team. In line with this discussion, this section analyses themes from the following research question: how individuals describe transformational leadership, the critical characteristics identified as embodying transformational leadership and the benefits of transformational leadership.

6.2.1 Recap of research question 1 findings

The findings for research question 1 showed a multifaceted understanding of transformational leadership, reflecting the different individual's experiences and perspectives. Inspiration and motivation were consistently emphasised when it came to describing transformational leadership. Some interpretations expanded the transformation description to include individual transformation and systemic change. Transformational leaders were described as inspiring and motivating organisations to progress by addressing specific needs and fostering a growth mindset that could disrupt the status quo and any structures inhibiting goals. Transformational leadership and its role in developing individuals was also expressed through the ability of the leader to energise and motivate individuals and mobilise followers towards exponential returns. Transformational leaders were also shown to play a broader societal role in addressing

societal challenges and leading institutional structures that were developmental in orientation.

Additional exploration of transformational leadership characteristics showed the importance of charisma and storytelling in driving vision and mobilising collective effort. Influential leaders in transformational leadership identified impactful opportunities and enabled change through individuals' personal transformation. Furthermore, more tangible benefits of transformational leadership include high employee engagement, solid organisational performance, and positive reputational and financial outcomes.

In summary, while core values of inspiration and motivation remain central, the concept of transformational leadership expanded to include individual growth, organisational performance and systemic change, ultimately yielding significant positive outcomes.

6.2.2 Comparison of research findings with literature review

The findings presented a rich and nuanced understanding of transformational leadership and aligned closely with the established theoretical framework. The literature review provided a good foundation for understanding the core concepts of transformational leadership, and the data collected from respondents added depth and South African context to the theoretical constructs.

6.2.3. Transformational leadership

The literature review and research findings aligned with fundamental principles of transformational leadership. Including the following;

Idealised influence: The literature and findings reflected the importance of leaders serving as role models and instilling trust and respect among followers. Respondents emphasised charisma, storytelling, and a vision setting that aligns with idealised influence. Bass (1985) reflected transformational leaders as inspiring followers to go beyond their self-interest for the collective good and the organisation's benefit. Respondent 1 echoed this sentiment, "I am storyteller. I drive the vision of the team forward."

Furthermore, Afsahri (2021) stated that idealised influence is the ability of transformational leaders' role models to demonstrate desired behaviour and conduct to followers. This was echoed by Respondent 2: "And we don't say, hey, you have to be a compassionate leader. We demonstrate compassion,"

Inspirational motivation: The findings highlighted the significance of inspiring and motivating followers to reach desired outcomes. This aligns with the theoretical understanding of inspirational motivation, a critical transformational leadership component Bass and Avolio (1994) described. It reflects transformational leaders as communicating a compelling vision that inspires followers and moves them to commit to goals. Respondent 3 added, "I think transformational leadership is leadership that inspires and motivates the organisation to kind of come along with you as the leader, to to, you know, like, take the organisation to the next level, or to meet the specific needs that you, that you are focusing on. Salas-Vallina et al. (2020) echoed the need to share an inspirational and captivating vision. Respondent 8 reflects on this: "So I think my role, the weight of it, is in being able to communicate that (vision) in a way that touches, at the least, the hem of people's hearts as we're the social consciousness of the organisation."

Intellectual stimulation: Both the literature and the findings emphasised challenging the status quo and encouraging creativity and innovation. This aligns with the theoretical underpinning of intellectual stimulation, reflecting transformational leaders as stimulating followers to think critically and creatively about issues (Avolio & Bass, 1991). Respondent 1 further elaborated, "And so if you make them excited, motivated, and give them permission to go and disrupt the system that they've chosen to do, then that's when you get sort of exponential returns on your sort of leadership and management." Furthermore, Khan et al. (2020) posit that the leader needs to enable an environment that questions and challenges the status quo. Respondent 3 reflected, "I think transformational leadership is important for identifying opportunities. I think that if you're not leading in a transformational manner that, you can miss the opportunities like not spot them."

Individualised consideration: The findings reflected the value of individualised consideration, realising itself as leaders paying attention to the needs and aspirations of each follower. This resonates with the theory, reflecting individualised consideration as a key component of transformational leadership; Bass (1985) stated that transformational leaders pay attention to the needs and feelings of followers in order to help them develop their potential. Respondent 6 emphasised this, "And so for me, that's transformational, because if you can transform your team just based on how they are, where they're situated, just in their mindsets and their abilities, and yeah, their capacities on a one-to-one basis." In addition, Afshari (2021) relates the transformational leader deploying a personalised approach to leading their teams. Respondent 15 resonates

with this and reflects on the value of empathy in the personalised approach: "So empathy plays a key role as you are leading understanding people before you even judge them, before you even label them and and so empathy plays a big, a big role in in leadership. And being an empathetic leader, you can't transform if you don't have an empathy. That's, that's, you know, that's a given"

The research findings extended beyond the theoretical framework of transformational leadership, with respondents offering additional insights on the nature and impact of transformational leadership. The literature review and findings did not align with the following principles;

Systemic change: Some respondents expressed the role of transformational leadership in addressing systemic issues, such as the wicked challenges of unemployment, health and education, and challenging oppressive structures. They suggested that transformational leaders can have a more significant and profound impact beyond individual and organisational change. Respondent 1 stated, "So my idea of transformational leadership is really big. It's not most people think about it like, in small ways, be representation like. Still, it is about recognising that historically and globally, we have built institutions that do not serve people."

Personal transformation: The findings highlighted the transformative impact of leadership on individuals and the leader on themselves. This emphasises the development of skills, knowledge, and mindset at both levels and suggests that transformational leaders can facilitate personal growth and empowerment, which will have long-lasting positive effects. Respondent 1 reflected on this saying "So transformational leadership is how do you transform the individuals, who you are, who you are working with."

6.2.4 Summary of the conclusion of the discussion of research question 1

The literature review and findings reflected the nuanced and multidimensional nature of transformational leadership. The research presented core concepts such as idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. In alignment with this, respondents reflected on transformational leadership aspects such as charisma, storytelling, vision setting, and the overall notion of leaders being role models and motivators. The ability to challenge the status quo and foster innovation was also highlighted, emphasising the value of intellectual stimulation.

In contrast to the literature review, the findings also presented additional dimensions of

transformational leadership, such as the role of addressing systemic issues and facilitating individual transformation. This expansion reflects transformational leadership's potential to impact individuals and organisations, driving positive change at multiple levels.

6.3 Discussion of Research Question 2

How does transformational leadership influence employee motivation, creativity and organisational culture?

As organisations navigate increasingly complex, dynamic and competitive environments, the leader's role becomes critical in fostering an adaptive and innovative workforce. Transformational leaders inspire and motivate team members through a compelling vision, individualised consideration and intellectual stimulation, which, in turn, can influence the organisational culture and climate in which they operate. This chapter explores the interconnectedness of transformational leadership, employee motivation, creativity and organisational culture. In line with this discussion, this section analyses themes from the following research question: How does transformational leadership influence employee motivation, creativity and organisational culture?

6.3.1 Recap of research question 2 findings

The findings of research question 2 indicated the role that transformational leaders play in fostering an environment that has heightened employee engagement and is conducive to creativity and problem-solving. Key findings included a commitment to continuous learning, adapting and empowering team members to think independently and contribute to innovative solutions. Leaders expressed the need for openness towards experimentation, recognising individual contributions and cultivating a culture around creativity.

The ability to transform challenges into opportunities was a recurring theme, with respondents aligning themselves to a vision-driven approach. Leaders who actively sought diverse perspectives and encouraged risk-taking were more likely to drive innovation within their organisations. Collectively, insights showed an intertwining of creativity, problem-solving, and democratic leadership practices.

Overall, the findings provided a perspective on how transformational leadership shaped organisational culture, enhanced employee engagement and motivated and fostered an environment for innovation and problem-solving. These insights show the value of

mindful leadership practices in achieving organisational goals and nurturing a thriving environment.

6.3.2 Comparison of research findings with literature review

6.3.2.1 Transformational leadership and employee engagement and motivation

The research findings and literature review reflected the importance of strong leadership in motivating and engaging employees. The ability to foster a strong sense of community and commitment was identified as enhancing employee engagement. Faupel & Süß (2018) emphasised that transformational leaders' focus on inspiring, motivating and changing followers is the foundation of building a connection with followers. Encouraging a sense of shared purpose and belonging, using a shared vision was also reiterated by Respondent 12: "So I drive organisational success, not as an individual, but as a collective, but an intentional collective that is bought into, and I try and bring the teams as much as I can together to see that transformative the possibilities and achievements that we collectively address." Respondent 5 also reflected on the intentionality of fostering a strong sense of community, particularly in a remote work environment: "Because in these remote scenarios right here, you miss out quite a lot on the casual conversations that you would have with someone if you were in the same office, the ones you have while you waiting for the kettle to to boil or, you know, and so you'd have to make intentional spaces for those, to let those to let people share ideas or just relax."

The literature and findings on employee engagement and motivation generally supported each other; however, there was a slight divergence. The literature review largely looked at employee engagement and motivation from the perspective of traditional workplace settings; the findings expanded on this to include the unique challenges of remote work.

6.3.2.2 Transformational leadership and organisational culture and climate

Both the literature and findings emphasised transformational leadership as playing a critical role in shaping organisational culture and climate. The existing culture and climate influence the effectiveness of transformational leaders (Chaubey et al., 2019). Gerjards et al. (2019) state the transformational leader is a facilitator of the desired change by encouraging creativity and innovation and instilling common purpose and collective belonging. Respondent 5 reflects in the facilitation role "And I think a lot of a lot of startup founders aren't intentional enough about creating the culture that they that they want, and instilling that in the team early." Furthermore, Respondent 6 reflects on how they have facilitated the desired culture and climate: "I always showcase even new members. We do a presentation to show them, like, what is our archetype as a organisation, and

one is risk what is the risk taker archetype? I forgot, but essentially, we showcase that that is the nature of our organisation. So helping them understand the culture of our organisation is really important."

Generally, there was agreement on perspectives on overall organisational culture and climate from both the literature and findings. The main area of divergence was the findings' specification of culture and climate to the unique and nuanced context of social enterprises in South Africa. In addition to the need to align culture and climate to the dual mission of social enterprises, the development and social agenda of South Africa was also influential. As a result, the findings offered a more nuanced reflection due to the unique cultural dynamics of South African social enterprises.

6.3.2.3 Transformational leadership and creativity, innovation and problem-solving

The research findings and literature review converged on the importance of transformational leadership in fostering creativity, innovation and problem-solving. Khan et al. stated that transformational leaders stimulated creativity and innovation by challenging the status quo and encouraging risk-taking. This was reiterated by Respondent 7 "So I encourage them to really hit the ceiling and break it with whatever that we're trying to achieve... I'm open to any other idea that you think is better than this, because I don't have all the greatest ideas. So let's, let's let the energy of creativity flow and and not be attached to the outcome too much". Furthermore, Respondent 5 directly links organisational culture and creativity: "There's a creative way to look at a lot of problems, right? And I think internally about having a culture of turning problems into opportunities, right?"

Overall, the directing role of the transformational leader was reflected in both the literature and findings. Slight differences occurred: The literature review discusses theoretical frameworks for fostering innovation, while the findings provide practical insights on how social enterprises can implement innovative strategies. The respondents had specific techniques and approaches for encouraging creativity and problem-solving within their organisations.

6.4 Discussion of Research Question 3

How does transformational leadership facilitate business model innovation and identify opportunities addressing social and developmental challenges?

Social enterprises face rapid technological advancements and evolving social expectations, making business model innovation a critical focus for competitiveness and remaining relevant. The study on social enterprises has shown transformational leaders playing an essential role in facilitating this business model innovation by not only inspiring and enabling teams to change, find opportunities and address social and development changes while simultaneously fostering and nurturing an environment that facilitates creativity, innovation and problem-solving. The following section discusses the multifaceted relationship between transformational leadership and business model innovation. Furthermore, it will explore the transformational leader's role in change management and its implications for impact and sustainability. In line with this discussion, this section analyses themes from the following research question: How does transformational leadership facilitate business model innovation and identify opportunities addressing social and developmental challenges?

6.4.1 Recap of research question 1 findings

The findings of research question 3 reflected the way transformational leaders impact business model innovation, showing a layered approach to addressing social and developmental changes using an innovation lens. Respondents highlighted the pivotal role played by transformational leaders, including themselves, in fostering an adaptive environment, promoting solution orientation, and aligning organisation missions with social impact.

The findings also touched on the various drivers of business model innovation, including external environmental changes such as the COVID-19 pandemic, which necessitated urgent, flexible and resilient operational strategies. Key drivers included the need to align social impact with the expanding needs and context of beneficiaries, scaling impact to broaden reach or the scope of impact, refining pricing strategies to enhance and fund desired impact, and evolving organisational capabilities. The benefits of business model innovation included enhanced efficiency, scalability, increased revenue and broader social impact. Respondents also reflected on benefitting from improved metrics such as client acquisition and retention as the outcome of business model innovation that they had overseen.

Furthermore, the significance of change management was highlighted in navigating organisational transformation—insights reflected on effective leadership and clear communication for overcoming resistance to change. The importance of creating a shared vision, ensuring clarity around reasons for change, and fostering a collaborative

decision-making process was also emphasised. Finally, engaging stakeholders and addressing concerns was another important element of managing change, ensuring smooth transitions, which reinforced the role of transformational leaders in taking their teams along on the change journey.

The value of business model innovation in enabling sustainability was also addressed. Insights articulated a strong commitment to sustainability and social impact, reflecting the inherent dual mission faced by social enterprises. Furthermore, respondents reflected on the complex social challenges faced in the South African context. Views agreed on the value of business model innovation in realising social and development goals as well as effecting transformative, wide-ranging societal changes.

Overall, the findings foregrounded the central role of transformational leadership in harnessing business model innovation to identify opportunities and address social challenges. Leaders have achieved significant gains, in line with their social and economic mandates, by enabling and implementing innovative business models.

6.4.2 Comparison of research findings with literature review

6.4.2.1 Transformational leadership and business model innovation

The literature and respondents agree on the necessity of business model innovation as organisations adapt, particularly as social enterprises balance social impact with financial sustainability. The drivers for business model innovations are multifaceted. Geissdoerfer et al. (2018) reflected on the fast-changing environment that makes business models essential for maintaining competitiveness. Keiningham et al. (2018) expand on this to include consumer behaviour changes as a driver for business model innovation. Respondent 1 evolving environments as a driver to continual change, stating "the rate of change of the world outside an organisation is so rapid that unless you are constantly innovating, not just for innovation sake, but but to stay relevant to, you know, to understand how different systems and structures are changing and how you need to fit into it." Respondent 15 reflected on the need to change as a result of ensuring alignment with the social impact, "You know, reinforcing, go back and reinforce why we're all here, like the social impact that we're working towards, that we're all we all believe in that larger, the larger vision and mission of the organisation, and that every change We're making is just optimising the impact we can have."

Both the literature and findings reiterated the benefits of business model innovation. Ferreira et al. (2017) emphasised the strong link with improved operational performance. Mutonyi et al. (202) echoed this, stating that business model innovation resulted in

superior performance outcomes that enabled better adaptation to market needs and enhanced social impact. The respondents' experiences mirrored these. Respondent 4 reflected on the correlation between innovation and efficiency: "...we've got a higher acquisition rate of new clients, then I can argue... we're more efficient because we can scale better.." Respondent 3 shares insights on how business model innovation had enabled them to increase reach and effectiveness: "moving programs online because it was cheaper to move things online, you could get a greater impact and reach more people for ultimately less money."

While the literature and findings emphasize the importance of business model innovation, there was a difference regarding the practicalities of implementation. The literature presented theoretical context and frameworks, whilst the research findings provided practical and specific context as a result of the personal experience and challenges faced by the leaders in implementing innovative business models. Examples include leaders recounting the development of hybrid business models and customising services directly by engaging communities in meeting their needs. These insights clarify how leaders influence business model innovation. Transformational leaders are shown as facilitators of change; engaging and motivating employees and creating a conducive environment are also shown as adapting and innovating due to real-world challenges. Additionally, the insights represented nuanced and specific strategies for challenges faced in developing markets such as South Africa.

6.4.2.2 Transformational leadership and change management

The need to navigate the complexities of change was a critical issue, as reflected in Bass' seminal work on transformational leadership, which encompassed aspects of change management. Bass (2019) reflected that leaders facilitate desired change by encouraging creativity and innovation and instilling shared purpose. Furthermore, Bass & Steidlmeier (1999) reflect on transformational leadership as playing a role in ensuring resilience, adaptability and sustained success in achieving organisational goals and societal goals, reflecting the importance of transformational leadership in navigating change effectively. The respondents reiterated the importance of change management and reflected on the tools and processes they used to manage change. Respondent 1 highlighted the principle of inspiring followers to embrace change: "I think it's being able to articulate a vision of what we could achieve, and then people have the choice of pursuing what's comfortable, known and easy, versus pursuing what is difficult, what is scary, but what could be incredible". Respondent 14 reflected on the value of open communication in managing change "There's always consultation with whatever we do,

like, is this not working out? Or can we do this a bit better?...so I won't say this is a lot of resistance"

The research findings expanded further on change management, sharing specific anecdotes and accounts of the respondents that reflect the influence they hold. Respondents are shown to confront resistance in their practical reflections, some even embracing the inevitability of resistance. In sharing their strategies, the respondents touched on engaging stakeholders, addressing fears and fostering a collaborative environment, reflecting on how they enact transformational leadership in real-life scenarios through their change management. Furthermore, the divergent views between the literature and findings show a more adaptive approach demonstrated by the leaders in practice. The variance between what all the respondents shared in how they manage change shows effectiveness in their ability to cultivate authentic connections with individuals whilst navigating the complexities of change. Their hands-on approach illustrates the need for transformational leaders to be responsive and flexible to enhance their ability to drive successful change in relation to business models.

6.4.2.3 Transformational leadership, impact and sustainability

The literature and findings supported the concept that business model innovation also resulted in sustainability. Spieth et al. (2019) noted that business model innovation achieved sustainability for social enterprises. It is not only about profit generation but is pivotal to the long-term sustainability of social enterprises by addressing changing social contexts and stakeholder needs. Furthermore, Tavolettie et al. (2021) support this by stating that innovative business models create a framework for driving both social and economic sustainability to balance profitability with social impact. The insights from the findings support this literature. Respondent 17 emphasised the goal of sustainable practices through innovation, stating, "We need to pivot to a community, or to a ecosystem of map that will not only allow us to serve but also generate the waste to for us to become sustainable." Respondent 10 reflected on scalability and social sustainability as a result of the organisation's business model innovation "We need to pivot to a community, or to a ecosystem of map that will not only allow us to serve but also generate the waste to for us to become sustainable."

The literature and findings diverged regarding impact and sustainability, showing a multifaceted-ness. The concrete examples from respondents showed how the different leaders operationalised their missions - addressing specific community needs and social transformation whilst also aiming for operational success and sustainability. Examples

included workforce engagement, skill development and addressing socio-economic challenges, revealing the implications of sustainable practices. The shared actions and strategies reflected the actual value of transformational leadership positing. These insights deepen the understanding of how transformational leadership transforms business models in social enterprises by highlighting how sustainability is measured in the tangible outcomes arising from adaptive leadership practices.

6.5 Conclusion on research findings and literature review

The literature review and research findings have analysed the critical role of transformational leadership in shaping business model innovations that support organisational goals and address significant social challenges.

The analysis of research question 1 (How do individuals embody and enact the characteristics of transformational leadership within their professional roles?) reflects transformational leaders as not only role models but actual catalysts of change through their inspiring and motivating of individuals towards innovative thinking. Embodying transformational leadership traits, including charisma and fostering individual growth, positions leaders to effectively steer organisations towards impactful innovation. Transformational leadership is multifaceted and can overcome some limitations of traditional leadership through its ability to integrate individual and collective aspirations into innovating business models.

The analysis of research question 2 (How does transformational leadership influence employee motivation, creativity and organisational culture?) presents the relationality of transformational leadership, employee motivation and organisational culture. Transformational leaders were shown to create and sustain environments that not only enable but prioritise creativity, adaptation and learning. Furthermore, the leaders are shown to enhance engagement and increase innovation through empowering their teams and promoting a culture of openness and collaboration. The proactive approaches of transformational leaders enable them to innovate effectively and remain relevant despite environmental changes and challenges. Embracing innovation has positioned leaders in good stead to achieve scale and social impact of significance.

Finally, research question 3's analysis (How does transformational leadership facilitate business model innovation and identify opportunities addressing social and developmental challenges?) related to the strategic role of transformational leadership. Transformational leaders were shown to be able to navigate environmental complexities

by leveraging strategies such as aligning business goals with the evolving needs of their customers. Through this proactive approach, their social enterprises were able to innovate effectively and remain relevant amidst changing societal expectations and technological advancements. Innovations, which the leaders embraced, helped them achieve scale and social impact through their social enterprises.

Overall, the analysis of the research questions shows the pivotal role of transformational leadership in driving innovative business models in social enterprises. This chapter contributes to the understanding of how effective leadership can drive sustainable practices that enable both social and economic outcomes, reinforcing the value of transformational leadership in driving innovative business models within social enterprises.

CHAPTER 7: CONCLUSION

Chapter 7 concludes the overall research study and addresses the primary research question and the sub-questions investigated. The primary conclusions drawn are presented. The conceptual model introduced in Chapter 1 has been confirmed by the findings and literature analysis and illustrated in Chapter 6. Following these research conclusions, this chapter outlines research contributions and recommendations for managers and founders of social enterprises. The chapter will also present the limitations of the research and suggestions for future research.

7.1 Principal theoretical conclusions

7.1.1 Introduction

The study analysed the impact of transformational leadership on business model innovation within social enterprises. Based on the analysis conducted, transformational leadership appears to function as a catalyst for innovation and enables the alignment of organisational goals with addressing social challenges. Transformational leadership is seen to be integral to organisational frameworks aimed at effective innovation (Gerjads et al., 2019).

7.1.2 Principal theoretical conclusions on the primary research question

“The influence of transformational leadership on business model innovation within social enterprises.”

The primary question for the study has been analysed, and the evidence reflects transformational leadership's significant enhancement of social enterprise's ability to innovate their business models in response to evolving environmental factors and changing stakeholder and societal needs and challenges. This is achieved through the following mechanisms: alignment with social goals, catalysing innovation, empowering and engaging teams, and fostering adaptability and resilience. Transformational leaders can articulate compelling visions and align these with organisational and societal needs, enabling social enterprises to address complex challenges effectively (Weerawardena et al., 2021). Transformational leaders empower followers, thus creating an environment that enables open communication and creativity and fosters innovative problem-solving (Khan et al., 2022). Transformational leaders deploy engaging practices which enhance employee motivation and commitment, enabling the collective ability to meet the dual mission of social enterprises (Faupel & Süb, 2018; Odeh et al., 2021). Furthermore, transformational leaders enable an adaptive capacity to respond to evolving market

dynamics, including stakeholder expectations, fostering sustained relevance in their operational environments (Speith et al., 2019).

7.1.3 Principal theoretical conclusions on research sub-question 1

“How do individuals embody and enact the characteristics of transformational leadership within their professional roles?”

The investigation of the first research sub-question reflected transformational leaders as exemplary role models who were also pivotal change agents. The literature confirmed transformational leaders serving as role models, exhibiting charisma, and dedicated to individual development by inspiring and guiding their teams towards innovative solutions (Paarlberg & Lavigna, 2010; Shwartz et al., 2020). In addition, respondents emphasized the need to embody characteristics that facilitated individual, organisational and societal progress in ways that expanded beyond traditional leadership approaches (Bass, 1995; Afshari, 2021).

The findings also reflected aspects outside what was highlighted in the literature, such as the importance of empathy and active community engagement. These relationship building tactics were seen to be critical to transformational leaders as their scope of influence and impact went beyond the organisation’s internal environment. Respondents expressed the importance for transformational leaders to not only inspire followers, but to deeply understand the context of existence and unique challenges faced by individuals within their teams and within the communities they served to effectively address their challenges, promote change and enable the desired impact. This corroborated the perspective that transformational leaders enact change through transformative systemic interventions to address broader societal issues and expand beyond the organisation’s goals.

Overall transformational leadership and its embodiment in individuals was highlighted as multifaceted and surpassing traditional leadership methodologies. A transformational leader was positioned to transcending motivational roles and encompassed a broader commitment to social justice and systemic change. These are leaders who integrate individual self-development with organisational change contributing to positive societal impact.

7.1.4 Principal theoretical conclusions on research sub-question 2

“How does transformational leadership influence employee motivation, creativity and organisational culture?”

In analysing research sub-question 2, the findings reflected the inter-relatedness of transformational leadership with positive practices enabling employee motivation and a productive organisational environment (Faupel & SüB, 2018; Odeh et al., 2021). Both the literature and findings indicated the ability for transformational leaders to foster creativity and adaptive ecosystems through an engaging and collaborative culture that empowers teams to experiment and innovate (Mi et al., 2019). Through proactive methods leaders facilitated ongoing learning and creativity thus empowering followers and advocating for openness and inclusion of problem solving and innovation.

The findings, in addressing the leaders' influence on employee engagement and organisational culture, also reflected how respondents adapted their transformational leadership to modern working contexts such as remote environments, presenting their strategies on creating and maintaining engagement and motivation in these settings. Leaders highlighted the use of technology and intentional action to foster and create the desired culture and community in virtual spaces indicated the constant shifts and adaptiveness in employee engagement and organisational culture required from leaders in contemporary workplaces. These insights were less explored in the literature.

An additional insight that emerged from the findings deepened understanding of how leaders facilitate psychological safety for employees, and how this linked directly to enabling and fostering creativity and participation. This nuanced insight corroborates the evolution of leadership practices that have rejected traditional and conventional practices for a commitment to responding and emphasizing individual needs and the value of inclusive atmospheres and practices.

The analysis and synthesis of research sub-question 2 positions transformational leadership as motivating and enabling productivity from followers, enabling and creating productive organisational culture as well as evolving to meet changing workplace demands and dynamics.

7.1.5 Principal theoretical conclusions on research sub-question 3

“How does transformational leadership facilitate business model innovation and identify opportunities addressing social and development challenges?”

The relationship between transformational leadership and innovative business models is well documented. In addressing the last research sub-question, findings highlighted transformational leaders' strategic ability and position to navigate complex environmental landscapes (Khan et al., 2022). The leader's ability to effectively align goals in response to evolving changes, needs and opportunities enhances their social enterprises' ability to innovate in a timely and relevant manner (Bass & Avolio, 1993). These findings show that the synergy between leadership, strategic foresight, and business model innovation is essential in responding to societal and development imperatives in a viable and sustainable manner.

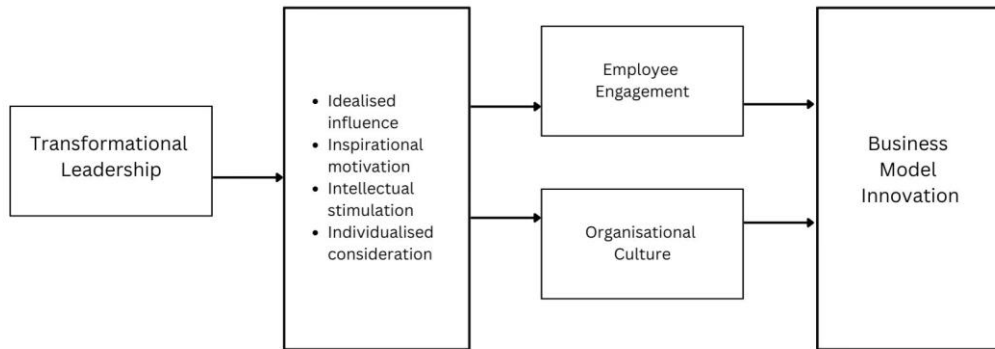
A novel insight emerging from the findings, is the emphasis of change management as a competency for transformational leaders. In relating their experience and perspectives on facilitating innovative business models, identifying opportunities and addressing challenges, the respondents also illustrated the strategies they deployed for managing change. These strategies emphasised collaboration and stakeholder engagement as critical elements to overcoming resistance to innovation. Furthermore the findings highlighted the importance of context driven innovation as particularly relevant for social enterprises due to unique socio-economic operational context. An additional insight created the understanding that transformational leadership enabled innovation by establishing partnerships and collaboration within communities. Drivers for innovative business models came from both the internal and external environments and the leader not only facilitated organisational adaptability but also expanded resources to external stakeholders in order to facilitate and enhance social impact.

In responding to the third research sub-question the analysis and synthesis confirmed the synergy between transformational leadership, change management and business model innovation as well as the leader and organisation's role in enabling social impact that was adaptive and had resonance with societal demands.

7.1.6 Principal theoretical conclusion on theoretical frameworks

The theoretical framework introduced in Chapter 2, looked at the drivers of transformational leadership. Bass (1995) listed the following key components of transformational leadership, influence, inspirational motivation, intellectual stimulation, and individualised consideration. These four components were seen to be the result of transformational leadership, drivers of employee engagement and organisational culture which in turn enabled business model innovation.

Figure 3: Transformational Leadership Theory Framework (Bass, 1995)



Through the literature review, it transpired that these components form a cohesive framework that fosters employee motivation and cultivates a productive organisational culture and climate, furthermore it results in innovative business models (Gerjards et al., 2019). The interconnectedness of these constructs was confirmed in the synthesis and analysis of Chapter 6. Further to these confirmations, the additional insights that emerged from Chapter 6 presents a new conceptual framework exploring the relationship between transformational leadership and business model innovation within social enterprises. This framework, adapted from Bass' (1995) transformational leadership theory framework, expands on how transformational leadership catalyses innovative business model innovation.

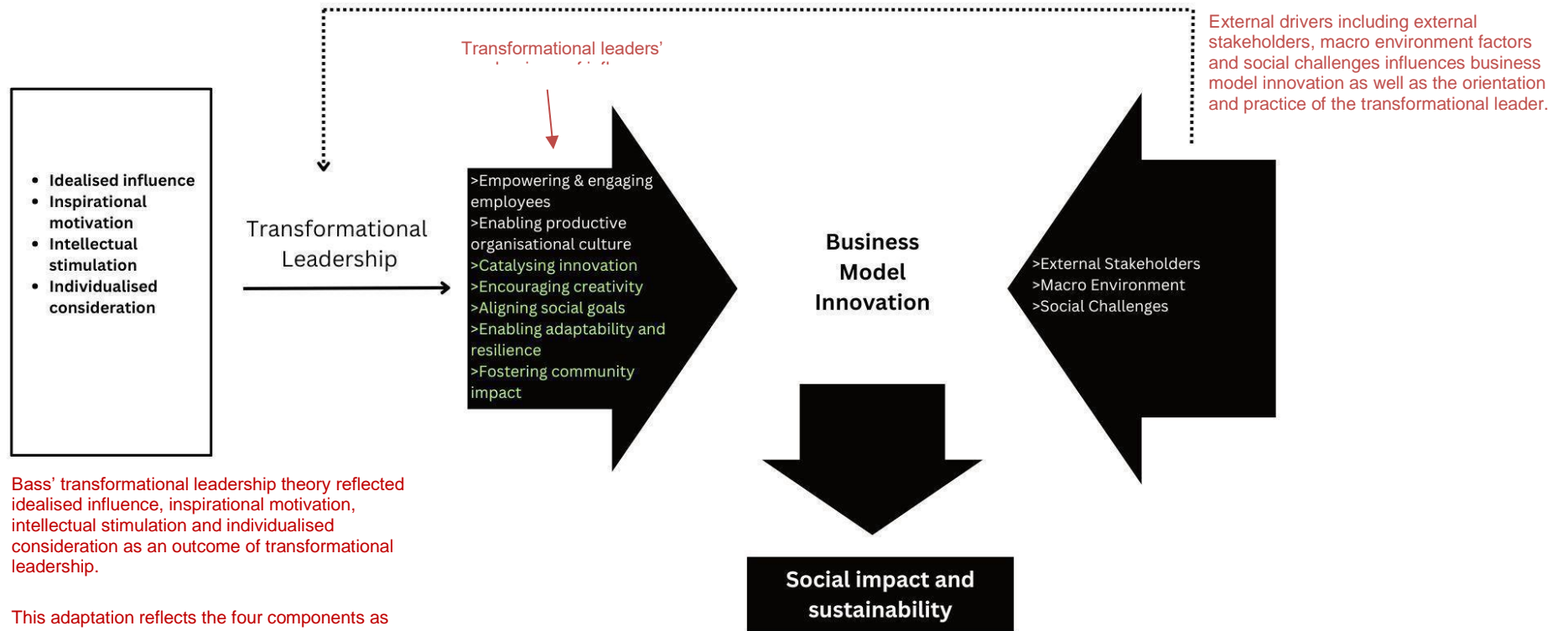
The Social Enterprises Transformational Leadership Catalyst Framework for Business Model Innovation (Figure 10) provides a structured and deeper understanding of the interconnectedness of these elements and how they enable social enterprises to tackle social and developmental challenges. Firstly, it posits transformational leadership as the collective outcome of idealized influence, inspirational motivation, intellectual stimulation and individual consideration; this differs with the approach presented by Bass, where the key components came after. It further delineates the influencing mechanisms deployed by transformational leaders to effect innovative business models. These mechanisms include enabling adaptability and resilience, catalysing innovation, encouraging creativity, aligning with social goals, fostering community impact, empowering and

engaging employees and enhancing organizational culture and climate. The last two, empowering and engaging employees and enhancing organizational culture and climate are present in Bass' framework, while the other components are novel to the research findings.. These mechanisms of influence illustrate the way the transformational leader contributes to innovative business models.

In addition to the internal drivers, insights from the findings, have also revealed external drivers impacting business model innovation, within a social enterprise context, in contrast, Bass reflected only internal drivers to innovative business models. These external drivers were external stakeholders (such as beneficiaries, partners and collaborators), macro environmental factors (such as environmental degradation and COVID-19) as well as social and developmental challenges (such as unemployment and poor quality of education). Not only do these direct and influence the innovation required from the business model, but the external factors also influence the leader's perspective and performance in directing followers and steering the organization.

The interrelationship between transformational leadership, internal and external drivers direct an innovative business model and results in the social enterprise developing new ways of creating, delivering and capturing value. Innovative business models are essential for social enterprises due to operating in dynamic and resource constrained environments as well as ultimately enabling the enterprise to effect social impact as well as become sustainable – in line with its dual mission. The goal to effect social impact and be sustainable in turn influences the internal environment, as effective social enterprises will continually assess and review the extent that they are aligned and meeting these goals. On the other hand, the social impact and sustainability or social enterprises have a longitudinal impact on the external environment in that it positively impacts stakeholders and contributes towards pushing the needle on macro environmental factors that pose social and development challenges.

Figure 4: Transformational leadership catalyst framework for business model innovation in social enterprises



Bass' transformational leadership theory reflected idealised influence, inspirational motivation, intellectual stimulation and individualised consideration as an outcome of transformational leadership.

This adaptation reflects the four components as contributing towards transformational leadership.

In summary, the theoretical principles of transformational leadership substantiate its positive repercussions on employee engagement and organisational culture and enablement of robust and innovative business models (Berkovich & Eyal, 2019). The transformational leader is influenced by both internal and external drivers on the approach to effectively create, deliver and capture value. In dynamic environments, innovative models are critical to achieving social impact and sustainability in line with the dual mission of social enterprises. Pursuing these goals requires attunement with and alignment with internal and external evaluation, ensuring ongoing alignment and effectiveness. Also, transformational leaders within social enterprises are committed to positive outcomes that extend beyond the organisation to benefit stakeholders and address border social and development challenges.

7.2 Research contribution

7.2.1 Introduction

The study explored the influence of transformational leadership on business model innovation within social enterprises. Its context was in South Africa, where leaders and managers of social enterprises were interviewed to reflect insights on the intersection of transformational leadership, employee empowerment, organisational culture and innovative business models.

7.2.2 Theoretical contributions

Transformational leadership has been widely studied regarding its impact on traditional businesses (Bass & Avolio, 1994; Gerjards et al., 2019). However, fewer studies have been conducted on its impact on social enterprises. This study contributes towards filling this gap by investigating the effect of transformational leadership on social enterprises. Furthermore, it broadens the applicability of transformational leadership theory to social enterprises, such as hybrid organisations, and South Africa as an emerging market. The study has supported the notion that transformational leaders can inspire and mobilise followers to navigate challenges and opportunities (Yao et al., 2024), contributing to innovative business models whilst addressing dual social and economic impact missions.

While the study reinforced the transformational leadership theory and its components - idealised influence, inspirational motivation, intellectual stimulation and idealised consideration - it also revealed additional dimensions of transformational leadership, including systemic change and personal transformation that provide opportunities for further exploration. This broadened scope provides a more holistic view of understanding

the responsibilities held by transformational leaders in enacting meaningful change.

7.2.3 Practical contributions

The study positioned leadership as a critical driver of positive employee engagement and productive organisational culture (Faupel & Süß, 2018). These outcomes were needed for innovative business models for social enterprises. Furthermore, the leader's actions enable a supportive culture that encourages creativity and problem-solving (Ashikali et al., 2020). These links to leadership behaviour and actions further expand an understanding of work dynamics and reflect the need for continued development of leadership strategies conducive to business and social impact.

The study provided tangible implications for social entrepreneurs and managers within social enterprises. Transformational leaders' specific behaviours and strategies in successfully innovating business models offer action-orientated guidance for current and aspiring leaders within social enterprises. Insights on encouraging experimentation, fostering a culture of openness and aligning organisational missions with community needs offer frameworks that can be adopted by those looking to enhance their effectiveness in driving innovation and fulfilling the dual mandate of social and economic impact. The study also reflected the value of transformational leadership in promoting sustainability practices within social enterprises (Spieth et al, 2019). The ability to align innovation with social impact enables relevance, secures operational success and amplifies social impact and sustainability.

7.2.4 Summary of research contributions

Overall, the study has enhanced an understanding of the relationship between transformational leadership and business model innovation within social enterprises. The study has contributed to existing literature on leadership and outlined the mechanisms through which transformational leaders effect positive organisational change and social impact. The study's contribution includes expanding on theoretical insights and practical applications of transformational leadership for scholars and practitioners and advocating for implementing innovative leadership practices in addressing social challenges and effective business practices.

7.3 Recommendations for management and social entrepreneurs

7.3.1 Introduction

The study offers strategic recommendations for managers and social entrepreneurs. Leveraging the insights shared by other managers and social entrepreneurs provides an

opportunity to enhance organisational effectiveness, amplify social impact, and replicate the success experienced by respondents in leveraging transformational leadership and innovative business models. The recommendations are structured in the following areas: fostering transformational leadership qualities and enabling innovative business models.

7.3.2 Recommendations for fostering transformational leadership qualities

Developing and encouraging transformational leadership traits should be encouraged by managers and social entrepreneurs. This can be implemented by designing training programmes that emphasise the core components of transformational leadership and offer practical examples of achieving idealised influence, inspirational motivation, intellectual stimulation and individualised consideration in the context of individual social enterprises (Gerjards et al., 2019). Strengthening these skills will better equip leaders to inspire employees and cultivate innovation.

Managers should commit to cultivating an open and inclusive culture where individuals feel empowered and secure in sharing ideas, taking risks, and pitching new ideas and innovative solutions. Regular forums for discussions and idea-sharing platforms enable organisation-wide and multidirectional contributions. A recognition and reward system can be implemented to acknowledge contributions and motivate employees (Faupel & Süß, 2018). Individuals and teams can be celebrated, as a reinforcement of creativity and problem solving being a desired trait. These interventions will inspire individuals, make them feel heard and valued and increase their engagement and productivity levels.

7.3.3 Recommendations for enabling innovative business models

Social enterprises should prioritise aligning their business models to their social mission. Managers can achieve this by continually ensuring that strategic decisions amplify the collective gain of the organisation's dual mission and social impact with economic sustainability (Gerjards et al., 2019). Furthermore, employees should be engaged in discussions on how business decisions affect economic and social outcomes, fostering a shared understanding of the enterprises' missions. Fostering this alignment empowers employees at all levels to think innovatively about creating value for the dual mission.

Managers should encourage and enable robust feedback mechanisms so that they can gather insights from stakeholders, including employees, beneficiaries, and partners (Gerjards et al., 2019). Data collection can provide valuable insights into how current business models address social needs. This will enable the implementation of effective business models, and the organisation can ensure that it stays aligned with evolving

stakeholder expectations.

7.3.2 Summary of recommendations to managers and social entrepreneurs.

Overall, fostering transformational leadership and enabling innovative business models is valuable for the success of social enterprises. Implementing targeted training programmes helps strengthen the desired leadership qualities and create a productive environment. Recognising employee contributions toward creativity and problem-solving and encouraging risk-taking cultivates a dynamic and motivated workforce. Aligning business models with social missions can be supported by strategic decision-making and robust feedback mechanisms that ensure the maximisation of social impact. These approaches will help managers and social entrepreneurs leverage transformational leadership traits and innovative business models for the success of their organisations.

7.4 Limitations of the research

This section addresses the overall limitations of the study exploring the influence of transformational leadership on business model innovation within social enterprises. The qualitative approach was chosen due to its ability to yield in-depth insights (Bryman & Bell, 2022). However, this strength presents notable constraints. Acknowledging these limitations further contextualises the boundaries of the research and potential areas for future study.

7.4.1 Purposive sampling and generalisability

One limitation arises from implementing a purposive sampling method and selecting participants based on specific criteria. Narrowing the selection criteria aims to achieve targeted insights; however, this inherently limits the generalisability of findings across a broad spectrum of organisations (Bell et al., 2019). A consequence of the limitation is the inability to extrapolate results to larger populations, hence providing limited scalability of the study's applicability.

7.4.2 Sample size

The study's sample size was 17 participants. Although the group presented various social enterprises and participants were relatively diverse in terms of demographics, the small sample cannot fully represent the complexities and variabilities across different social enterprises in South Africa. Hence, the sample size presents limitations for holistic and comprehensive generalisation.

7.4.3 Social desirability bias

Another limitation is the possibility of participants exhibiting social desirability bias (Bell et al., 2019) and, therefore, portraying themselves and their organisations in a favourable light. This bias can skew data collection by omitting critical or negative experiences and favouring positive representations. Overall, this can impact the authenticity and depth of the insights shared.

7.4.4 Subjectivity in data collection

The data collection process relied on semi-structured interviews, which presented an additional limitation to the overall study. The researcher played the dual role of collecting and analysing data, raising inherent Subjectivity as a concern (Bell et al., 2019). This Subjectivity leads to bias in interpreting responses, influencing overall findings.

7.4.5 Researcher's bias and experience

Another limitation was presented through the researcher's bias and personal experience. The researcher's background in the development sector and personal experience as a manager in a social enterprise may have unintentionally influenced the data collection process and interpretation of findings. Furthermore, the researcher's inclination to certain theories or perspectives might have impacted the objectivity of the analysis. This Subjectivity reinforces the limitations of qualitative research; however, it equally emphasises the need for transparency.

7.4.6 Summary of limitations

Overall, the limitations presented the following challenges: limited applicability of the results and constraints on the extrapolations of findings to larger populations. There was also the possibility of participants compromising the authenticity and depth of data. In addition, the role of the researcher presented biases and Subjectivity. Despite the limitations, the qualitative approach was best suited for the study due to the need to prioritise the in-depth exploration of transformational leadership's influence on business model innovation within social enterprises. These limitations contextualise the research findings and offer opportunities for future exploration.

7.5 Recommendations for future research

While this study provided valuable insights, there are opportunities for further inquiry that can deepen the understanding of transformational leadership and its implication for innovative business models within social enterprises. This section outlines suggestions for future research, structured around the following key areas: contextual frameworks,

dimensions of transformational leadership, mechanisms of change, organisational culture and climate.

7.5.1 Expanding contextual frameworks

Research has the potential to explore transformational leadership within varied socioeconomic contexts in other emerging markets. Understanding how cultural, economic, and political factors influence the traits and effectiveness of transformational leadership across different regions can provide a deeper view of the applicability of this style. Furthermore, comparative studies of different social enterprises in various countries can provide insights into how local contexts differ and shape leadership styles and organisational outcomes (Gupta & Srivastava, 2021).

Additionally, the investigation can look at expanding contextual frameworks related to the different developmental sectors. A study can investigate transformational leadership within specific industries to ascertain how sectoral dynamics impact or influence leadership practice. Determining the situation of transformational leadership in different sectors can highlight whether the unique challenges and opportunities faced increase or decrease the potential of transformational leadership's effectiveness. Understanding nuanced can refine existing frameworks.

7.5.2 Additional dimensions of transformational leadership

Given the findings on the potential for transformational leadership to address systemic issues, future research can explore how leaders can foster change within their organisations and influence broader societal systems. There is potential for longitudinal studies to investigate the long-term effect of the social impact of transformational leadership (Farahnak et al., 2019; Katou et al., 2020) and see whether this impacts societal systems such as employment, education and health.

Another dimension that can add to the understanding of transformational leadership is the personal transformation of leaders. The findings indicated that transformational leadership promotes personal growth not just in followers but in leaders themselves. Future studies can explore how leaders transform themselves and the relationships between that process and organisational outcomes. Exploring leaders' insights and experiences can provide insights into their journeys and the interplay between personal and organisational transformations.

7.5.3 Investigating mechanisms of change

The study's findings reflected the central role that communication played in motivating teams, fostering a shared purpose and vision, and enabling and managing change. Future research can examine the effectiveness of specific communication methodologies deployed by the respondents, including storytelling and vision framing, to ascertain which yields the most effective results in varying organisational contexts.

Finally, transformational leaders highlighted the need for adaptive strategies in navigating change (Gerjards et al., 2019). Future research can examine the testing of change management models specific to transformational leadership to determine the extent of their effectiveness across varying contexts. This could contribute to deepening the design and implementation of change initiatives from a transformational leadership.

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Appendix 1: Consent Form template

Informed consent for interviews

Note: This standard informed consent letter to be used in qualitative interviews, must be separate from interview guide, must be signed before the interview commences. The signed form must be stored separately from the data collected

I am conducting research on *Influence of transformational leadership on business model innovation in social enterprises*. Our interview is expected to last 30mins, and will help us understand "*Influence of Transformational Leadership on Business Model Innovation*". **Your participation is voluntary and you can withdraw at any time without penalty.** By signing this letter, you are indicating that you have given permission for:

- The interview to be recorded;
- The recording to be transcribed by a third-party transcriber, who will be subject to a standard non-disclosure agreement;
- Verbatim quotations from the interview may be used in the report, provided they are not identified with your name or that of your organisation;
- The data to be used as part of a report that will be publicly available once the examination process has been completed; and
- All data to be reported and stored without identifiers.

If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name:

Research Supervisor name:

Signature of participant: _____ Date:

Signature of researcher: _____ Date:

Appendix 2:

Outreach email or LinkedIn message

Hi (Name)

I hope this finds you well. I am currently pursuing an MPhil at the Gordon Institute of Business Science. My research focuses on the influence of transformational leadership in business model innovation within social enterprises. I'd like to invite you to a 60min interview for you to share your experience and insights on the topic.

The purpose of these interviews is to gather valuable insights and perspectives on the role of transformational leadership in driving business model innovation within the context of social enterprises. I will use the information collected for academic research, and it will remain confidential.

I hope that this is something that you can consider in the coming week. Thank you for considering this request. I look forward to a positive outcome to my request.

Best regards,

Appendix 3: Interview Guide - the influence of transformational leadership on the business model innovation in social enterprises.

Section 1: Building Rapport and Context | 5mins

- Introduce researcher, study purpose
- Emphasis on the value and contribution of participants' insights and experience
- Explain interest in selecting the participant based on the organisation, the participant's role and experience in social entrepreneurship in South Africa
- Explain voluntary participation
- Explain the process to safeguard privacy, confidentiality, and anonymity throughout the process and publication of the report.

Section 2: Establishing how the participant embodies transformational leadership| 10 mins

- How do you define and interpret transformational leadership?
- Can you share an example of how you've demonstrated transformational leadership about the following behaviours:
 - Acting as a role model and setting an ethical standard (Idealised influence)?
 - Articulating a vision that inspires your followers (Inspirational motivation)?
 - Encouraging creativity and challenging the status quo (Intellectual stimulation)?
 - Supporting and developing team members (Individualised consideration)?

Section 3: Transformational leadership and employee motivation, creativity and culture|15 mins

- Please share an example of how you inspire and empower your team.
- Is there any other method that you use to motivate your team?
- How do you foster a culture of creativity in your organisation?
- Do you implement other practices or methods to increase creativity and problem-solving?
- What role do you think your leadership has in the organisational culture?
- What values and norms do you emphasise?
- How do you communicate these to your team?
- What are the tangible and intangible benefits that your organisation has gained from your leadership style?

Section 3: Transformational leadership and innovation | 15 mins

- What role does your leadership style play in identifying opportunities?
- What role does your leadership style play in addressing social and developmental challenges?
- Can you describe a time when your leadership style has led to a desired outcome?

- What was the outcome?
- Can you describe a time when your leadership style led to an innovation in your business model, changing how you deliver your impact as a social enterprise?
- What strategies do you use to overcome resistance to change or implement new ideas in the organisation?
- How do you measure the value of business model innovation for your organisation? What does it enable you to do or affect?
- Can you share examples of innovations you have implemented that have impacted your organisation's performance?

Section 4: Conclusion and further reflections| 5 mins

- Is there anything you would like to share about your experience using transformational leadership in your organisation?
- Do you have any advice for other social enterprises on fostering innovation within their organisations?
- Close and thank the participant. Summarise how confidentiality and anonymity will be maintained.

Appendix 4: Codebook

ATLAS.ti Report

Influence of transformational leadership on BMI in SE_v3

Codes

Report created on 21 Nov 2024

- **Accountability**

Created: 2024/09/18 by **Modified:** 2024/09/18 by

- **Adapting**

Created: 2024/09/18 **Modified:** 2024/09/20

- **Adapting: Adapting/As a leader**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Adapting: Adapting/Client needs**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Adapting: Adapting/Environmental changes**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Adapting: Adapting/to new ways or work**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Articulate desired outcome/clarity**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Articulate desired outcome/enabling buyin**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Articulate desired outcome/goals**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Authenticity**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

2024/10/01, 16:43, merged with
Authenticity/role modelling

- **Balanced approach**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Benefits of BMI/Increased customers**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Benefits of BMI/increased revenue**

Created: 2024/10/06 **Modified:** 2024/10/06

- **Benefits of BMI/Increased value**

Created: 2024/10/01 **Modified:** 2024/10/01 **Comment:**

2024/10/01, 16:42, merged with
BMI/Efficiency

- **Benefits of BMI/New offerings**

Created: 2024/10/01 **Modified:** 2024/10/01 **Comment:**

2024/10/01, 16:41, merged with
BMI/New offerings

- **Benefits of BMI/organisational performance**

Created: 2024/10/06 **Modified:** 2024/10/06

- **Benefits of BMI/Survival**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Benefits of transformational leadership**

Created: 2024/09/20 by **Modified:** 2024/10/01

- **BMI/Cost model**

Created: 2024/10/01 **Modified:** 2024/10/01

- **BMI/Enablers**

Created: 2024/10/01 **Modified:** 2024/10/01 **Comment:**

2024/10/04, 11:18, merged with
Business model/Processes

- **business model**

Created: 2024/10/06 **Modified:** 2024/10/06

- **Business model innovation**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Business model innovation/competition**

Created: 2024/10/06 **Modified:** 2024/10/06

- **Business model/Value proposition**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Buy in and support**

Created: 2024/09/26 **Modified:** 2024/09/26

- **Challenging status quo**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Change management**

Created: 2024/10/06 **Modified:** 2024/10/06 **Comment:**

2024/10/06, 10:52, merged with
Addressing resistance to change

○ **Characteristics of Transformational leadership**

Created: 2024/10/01 **Modified:** 2024/10/01 **Comment:**

2024/10/01, 16:47, merged with
Compassion

2024/10/01, 16:47, merged with
Commitment

2024/10/01, 16:47, merged with
Complimenting weaknesses

2024/10/01, 16:51, merged with
Humility

○ **Communication/ for buyin**

Created: 2024/10/01 **Modified:** 2024/10/01

○ **Communication/participating in decision making**

Created: 2024/10/01 **Modified:** 2024/10/01

○ **Communication/Vision**

Created: 2024/10/01 **Modified:** 2024/10/01

○ **Confidence**

Created: 2024/09/20 **Modified:** 2024/09/20 **Comment:**

2024/10/01, 16:48, merged with
Conviction

2024/10/01, 16:48, merged with
Courage

2024/10/07, 16:55, merged with
Confidence/building confidence
2024/10/01, 16:48, merged with
Conviction

2024/10/01, 16:48, merged with
Courage

○ **Consistent practices**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

2024/10/03, 05:47, merged with
Constant scanning environment

- **Courage and conviction**

Created: 2024/10/06 **Modified:** 2024/10/06

- **Creating own opportunities**

Created: 2024/09/19 **Modified:** 2024/09/19

- **Creating own opportunities/team creating own opportunities**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Creativity/from team members**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Creativity/innovation**

Created: 2024/09/18 **Modified:** 2024/10/01

- **Creativity/problem solving**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Culture**

Created: 2024/09/18 **Modified:** 2024/09/20

- **Culture/role of leadership**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Culture/types of culture**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Culture/value of Culture**

Created: 2024/10/01 **Modified:** 2024/10/01

- **Discernment and selective**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Doing & implementation**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Dual mission**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Embracing failure**

Created: 2024/09/20 **Modified:** 2024/09/20

- **Embracing failure/accepting mistakes**

Created: 2024/10/02 **Modified:** 2024/10/02

- **Embracing vulnerability**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Employee relations**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Employee relations/buyin**

Created: 2024/10/02 **Modified:** 2024/10/02

- **Employee relations/knowning your team**

Created: 2024/10/02 **Modified:** 2024/10/02

- **Employee relations/performance management**

Created: 2024/10/02 **Modified:** 2024/10/02

- **Employee relations/power dynamics**

Created: 2024/10/02 **Modified:** 2024/10/02

- **Empowering employees**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Empowerment**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

2024/10/02, 20:17, merged with
Giving people permission

○ **Enabling agency**

Created: 2024/09/20 **Modified:** 2024/09/20

○ **Enabling environment**

Created: 2024/09/18 **Modified:** 2024/09/18

○ **Enabling environment/Conducive environment**

Created: 2024/10/02 **Modified:** 2024/10/02

○ **Enabling environment/encouraging behaviour**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/02, 20:18, merged with
Empowering employees/motivating them

○ **Enabling environment/Support provided**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/06, 11:01, merged with
Creativity/enabling creativity

○ **Ethical management**

Created: 2024/09/18 **Modified:** 2024/09/18

○ **Funding innovation/external opportunities**

Created: 2024/10/02 **Modified:** 2024/10/02

○ **Funding innovation/internal opportunities**

Created: 2024/10/02 **Modified:** 2024/10/02

○ **Importance of trust**

Created: 2024/09/18 **Modified:** 2024/09/18

○ **Individual and organisational alignment**

Created: 2024/09/18 **Modified:** 2024/09/18

○ **Leader as an enabler/ supportive**

Created: 2024/10/02 **Modified:** 2024/10/03 by **Comment:**

2024/10/02, 20:16, merged with
Improved processes

2024/10/03, 05:12, merged with
Leader as an enabler/Encouraging followers

○ **Leader as an enabler/co-creating ideal situation**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/02, 20:21, merged with
Leader as an enabler/providing help

○ **Leader as an enabler/developing required skills in followers**

Created: 2024/10/02 **Modified:** 2024/10/02

○ **Leader as an enabler/focusing on goals**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/02, 20:15, merged with
Goal orientation

2024/10/02, 20:20, merged with
Intrapreneurship

○ **Leader as an enabler/harnessing the best in others**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/02, 20:16, merged with
Growth mindset

○ **Leader as an enabler/instilling trust**

Created: 2024/10/02 **Modified:** 2024/10/02 **Comment:**

2024/10/02, 20:15, merged with
Inspiring followers

- **Leadership mindset**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

2024/10/02, 15:12, merged with
Leaders as outlier

- **Leadership mindset/approach**

Created: 2024/10/03 **Modified:** 2024/10/03

- **Leadership mindset/behaviour**

Created: 2024/10/03 **Modified:** 2024/10/03

- **Leadership mindset/mutual exchange**

Created: 2024/10/03 **Modified:** 2024/10/03 **Comment:**

2024/10/04, 08:47, merged with
Leadership mindset/being led by followers

- **Learned helplessness**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Learning and improving**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Learning and improving/opportunities**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Learning and improving/value as a leader**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Learning and improving/value for the organisation**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Learning and improving/value for the team**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Leveraging skills**

Created: 2024/09/18 **Modified:** 2024/10/04 **Comment:**

2024/10/04, 09:37, merged with
Leveraging technology

2024/10/04, 09:37, merged with
Mental fitness

2024/10/03, 11:08, merged with
Well-being

- **Listening to others**

Created: 2024/09/26 **Modified:** 2024/09/26

- **Mental well being**

Created: 2024/10/06 **Modified:** 2024/10/06

- **More than management**

Created: 2024/09/20 **Modified:** 2024/09/20

- **Motivation**

Created: 2024/09/18 **Modified:** 2024/09/20

- **Motivation/benefits**

Created: 2024/10/04 **Modified:** 2024/10/04 **Comment:**

2024/10/04, 11:24, merged with
Multiplier effect

- **Onboarding practices**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Open to feedback**

Created: 2024/09/20 **Modified:** 2024/10/01

- **Organisational development**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Organisational development/improved processes**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Organisational transformation**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Partnerships and collaborations**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Partnerships and collaborations/impact of collaborating**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Partnerships and collaborations/value of partners**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Problem solving**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Problem solving/benefits of**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Profit Driven**

Created: 2024/09/19 **Modified:** 2024/10/06

- **Psychological safety**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Purpose/personal**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Purpose/work**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Recognise limitations**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Reflection and feedback**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Reflection and feedback/Organisational reflection**

Created: 2024/10/04 **Modified:** 2024/10/04 by

- **Reflection and feedback/personal reflection**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Reflection and feedback/the value of feedback**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Relationship building**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Relationship building/value of**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Resistance to change**

Created: 2024/09/20 **Modified:** 2024/09/20

- **Resourcing**

Created: 2024/09/19 **Modified:** 2024/09/19

- **Respect**

Created: 2024/09/26 **Modified:** 2024/09/26

- **Role modelling**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Role modelling/value of**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Self awareness**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Self belief**

Created: 2024/09/18 **Modified:** 2024/09/20

- **Self transformation**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Shared purpose**

Created: 2024/09/18 by **Modified:** 2024/09/18 **Comment:**

| 2024/10/04, 09:39, merged with
Transcending self

- **Shared value proposition**

Created: 2024/09/18 **Modified:** 2024/09/18 by **Comment:**

| 2024/10/04, 09:40, merged with
Shared values

- **Shared vision**

Created: 2024/09/18 **Modified:** 2024/09/18

- **Social enterprise**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

| 2024/10/04, 12:22, merged with
Social entrepreneur

- **Social impact**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

| 2024/10/04, 12:17, merged with
Social challenges

- **Social impact/benefits**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Social Impact/role of organisation**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Social impact/social challenges**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Social impact/value of**

Created: 2024/10/04 **Modified:** 2024/10/04 **Comment:**

2024/10/04, 12:53, merged with
Social impact/personal value

- **Stakeholder engagement**

Created: 2024/09/20 **Modified:** 2024/09/20 **Comment:**

2024/10/02, 19:58, merged with
Value of networking

- **Stakeholder engagement/networking**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Stakeholder engagement/value of**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Sustainability**

Created: 2024/09/19 **Modified:** 2024/10/04

- **Systems perspective**

Created: 2024/09/18 **Modified:** 2024/09/18 **Comment:**

2024/10/02, 19:59, merged with
Systemic change

- **Testing ideas**

Created: 2024/09/20 **Modified:** 2024/09/20

- **The value of transparency**

Created: 2024/09/26 **Modified:** 2024/09/26

- **Training employees**

Created: 2024/09/20 **Modified:** 2024/09/20

- **Transformational leadership/Definition**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Transformational leadership/Interpretation**

Created: 2024/09/18 **Modified:** 2024/10/08

- **Value and service/adding value**

Created: 2024/09/18 **Modified:** 2024/10/04 **Comment:**

| 2024/10/06, 09:32, merged with
Purpose

- **Value and service/being of service**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Value of authenticity**

Created: 2024/10/01 **Modified:** 2024/10/01 **Comment:**

| 2024/10/02, 19:56, merged with
Value of intentionality

- **Value of change**

Created: 2024/09/20 **Modified:** 2024/09/20

- **Value of change/personal**

Created: 2024/10/04 **Modified:** 2024/10/04

- **Value of empathy**

Created: 2024/09/23 **Modified:** 2024/09/23

- **Value of good reputation**

Created: 2024/09/25 **Modified:** 2024/09/25

- **Value of lived experience**

Created: 2024/09/25 **Modified:** 2024/10/06

- **Vision**

Created: 2024/09/20 **Modified:** 2024/09/20