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Common factors in successful South African business leaders who practice the authentic form of leadership

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Common factors in successful South African business leaders who practise the authentic form of leadership

Vulindlela Moyo

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration.

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ABSTRACT

The globalisation of the world economy has resulted in a fundamental shift in the way businesses and economies operate. In addition to this, new challenges like terrorism, political conflicts, climate change challenges, diseases like AIDS which have the greatest effect on the most productive members of the economy, are all coming together, resulting in a dramatic shift of the business landscape. It is evident that the status quo can no longer be maintained and a new type of leadership is urgently needed if there is any hope of averting the crises that the world is facing.

The purpose of this qualitative study is to recognise the need for a new type of take on these new challenges in addition to the business leader who is more equipped to normal duties of running and managing a successful business. Through the study of leadership theory on authentic leadership and the models used to characteristics of leadership in each model is made. Thereafter, the components outlined in each model are combined to co-construct a new model to be used as the basis of articulating what it means to be a “grounded” leader.

The key findings (characteristics of an authentic leader) from the literature review are then tested for validity on a sample of leaders in the South African business community. The business leaders that have been chosen are highly successful and some lead companies with a global footprint, although still based in South Africa. The leaders are chosen from various industries to minimise industry bias. A prepared questionnaire is used as a basis for the research for consistency purposes. After this exercise, the components that have been identified in academic research and verified by leaders in industry,are collated and put forward as the factors that are required for being a “grounded”business leader.

The results of this research attempt to unpack the “grounded” aspect of the Leadership Development Framework as proposed by Professor Drikus Kriek.

DECLARATION

I, Vulindlela Moyo, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Vulindlela Moyo

Signed at _____

On the _____ day of _____ 2015

DEDICATION

I would like to dedicate this research to the following people who are dear to me:

- My dear parents who have always emphasised the importance of education, often sacrificing a great deal to ensure that l always receive the best quality education available. Thank you,you have implanted the seed that continues to bloom.

- To my wife Thandi, thank you for your patience and constant encouragement in this project. You have always believed in me. I love you!

- To my son Lwazi, you have been deprived of daddy's attention while he spent time on this research. I love you a great deal and look forward to spending quality time with you to make up for this.

- To the addition to the family, Ndabenhle, your arrival is indeed good news.

Finally, l would like to thank The Lord Almighty, through whom all thingsaremade possible. All the honour and glory to Him!

ACKNOWLEDGEMENTS

My appreciation and gratitude goes out to the interview participants who took time from their busy schedules to engage with me on this important leadership challenge that is required to help face the new challenges in the global economy. Their insights are highly valued and helped shedsome light onto improving the quality of leadership in South Africa.

I would like to thank my supervisor Professor Drikus Kriek for his guidance and inspiration in the compilation of this research.

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CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

The purpose of this research is to identify factors that are common in South African leaders who practise authentic leadership.

1.2 Context of the study

Authentic leadership has become a topic of great interest, especially following the recent global financial crisis. It is believed that the collapse of major corporations could be directly linked to ethical leadership issues (Avolio & Gardner, 2005). Not long before that, corporate scandals atcompanies like Enron, WorldCom, Arthur Andersen, and others, shocked the world and led to a renewed focus on ethics in leadership (Zhu, Avolio, Riggio, & Sosik, 2011).

A detailed study of what authentic leadership entails was undertaken based on studies and published research in this field of study. After having sufficiently identified from the literature key components that make an authentic leader, the researcher then attemptedto use these findings as a basis for expanding the meaning of being grounded in leadership, as outlined in the Kriek Leadership Development Framework.

1.3 Problem statement

1.3.1 Main problem

An analysis of authentic leadership literature was undertaken with the aim of identifying key components that leaders who practise authenticity in their approaches have in common. The aim was that these factors, combined, would form the basis of understanding the notion of being ‘grounded’ in the Kriek Leadership Development Framework.

1.4 Significance of the study

The world requires a new kind of leadership to meet the various challenges experienced today. We are experiencing extreme weather changes, leading to natural disasters,

hurricanes and floods. New diseases, like AIDS, threaten communities, terrorism activities are on the rise and globalisation means that we are affected by what happens in any part of the world. All this requires a new approach in leadership that ensures that these challenges are met and overcome. Authentic leadership is a holistic form of leadership that aims to fill this void (Kouzes & Posner, 2006). Richard Boyatzis and Mckee (2005)state that great leaders are aware of what is happening around the world and are also attuned to themselves, others and nature. These leaders, inspite of the uncertainty around them, forge ahead with hope, clarity of vision, optimism and a belief in their own and their followers' ability to succeed (Richard Boyatzis & Mckee, 2005). The study outlines common factors that these leaders possess in an effort to expand the aspect of being 'grounded' in the Kriek Leadership Development Framework.

The study provides guidance to increasing the understanding of the notion of being 'grounded'.This term has been broadly defined and this study utilises the factors found in the practice of authentic leadership to crystallise and define the notion of being grounded in the context ofleadership development, as outlined in the Kriek model.

1.5 Delimitations of the study

- The sample was senior business leaders who are running successful corporations in South Africa.

- The study was not confined to a particular industry sector.

1.6 Definition of terms

Kriek Leadership Development Framework: refers to the Leadership Development Framework that was constructed by Professor Drikus Kriek. The model will be explained in detail later in the research.

Grounded: refers to a type of leadership model that is explained by the authentic leadership theories discussed in this research. For purposes of this research, a grounded leader is a leader who is greatly self-aware as well as aware of the environment around

them and whose self-awareness is reflected in their leadership. By being aware of their environment, their leadership is informed by a sense of reality.

1.7 Assumptions

It was assumed that the candidates who were interviewed as part of this proposal are prominent business leaders running successful companies in South Africa. This enabledthe researcher to draw in factors that could be analysed in an effort to identify the key components of authentic leadership.

The following assumptions were made regarding the study:

- Respondents answered questions truthfully without withholding any information. False information would undermine the integrity of the results.
- Respondents had a broad understanding of the authentic leadership style and how it is applied in business.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This review describes the literature and theory used to derive the questions against which the research was conducted. It starts with an understanding of the key components outlined in leadership theory which, combined, contribute to the understanding of the aspect of being grounded in leadership.

This review is used to put forward the research questions that have been developed to analyse the common factors that combine to form the groundedleadershippart of the Kriek model. According to the Leadership Development Framework by Professor Drikus Kriek, the aspect of being grounded is one of the qualities of leadership that is acquired when one has followed the complete developmental process in leadership that is proposed by the professor. The development process involves a combination ofthree main parts, namely research/theory based processes, customised design processes and the use of multiple learning nodes. Through the use of appropriate tools and techniques, the following characteristics will be evident in a leader who has undergone this process:

- **Reflective journey** – the leader will become actively engaged by continually operating in a reflective journey. The *Oxford English Dictionary*defines reflective as an adjective that can describe a person who thinks things through. It can be likened to holding up a mirror and evaluating one's thoughts, feelings and behaviours. Being reflective involves becoming aware of the external and internalenvironment that one operates in. In addition to this, a reflective leader also engages in the process of being aware of themselves as a person and also the people around them. In summary, a reflective journey is a constant state assessing one's thoughts and feelings before acting. This is an important quality to have as a leader.

- **Co-constructing collaboration**–This is a form of partnership between a leader and his or her followers that aims to develop and deliver a creative approach to leadership development.

- **Inspiring action (pursuing excellence)**–Tom Peters states that determination, ‘bloody mindedness’ or insane commitment is the bedrock of excellence (Peters, 2011). According to this famed author, tools and techniques will aid in the pursuit of excellence but a leader who is determined to succeed is critical for inspiring and rallying the troops into action.Waterman (2007)introduces the aspect of ‘eudaimonia’which mainly relates to an individual performing to attain excellence. This aspect will be explained in greater detail later in this study.

- **Embrace complexity**–The increased pace and complexity of global business competition has resulted in the need for solutions that are innovative, flexible and responsive(Halbesleben, Novicevic, Harvey, & Buckley, 2003). Organisations that embrace change the fastest will gain a big competitive advantage (Eisenbach, Watson, & Pillai, 1999). Eisenbach et al. (1999)quote the famous late chairman and CEO of the Coca-Cola Company, Roberto Goizueta,when he stated that;‘what it takes to be a leaderin the1990s andbeyond is really handlingchange’. The new type of leader has to be comfortable to operate in an increasingly complex environment.

- **Strategic Focus**–Strategic leadership’s core focus is on the people who have overall responsibility for the organisation; this includes the majority of the top management team. According to Davies and Davies (2004), activities often associated with strategic leadership include but are not limited to the following:

  Making strategic decisions; creating and communicating a vision of the future; developing key competencies and capabilities; developing organisational structures, processes, and controls; managing multiple constituencies; selecting and developing the next generation of leaders; sustaining an effective organisational culture; and infusing ethicalvalue systems into an organisation’s culture(Davies & Davies*, 2004, p. 516).

- **Contextual Awareness**– Davies and Davies* (2004) refer to this as a leader having the ability to perceive variation in the environmentand also having an understanding of the social actors and their relationships. William L. Gardner,

Claudia C. Cogliser, Kelly M. Davis, and Matthew P. Dickens (2011)have labelled this form of awareness as ‘social intelligence’. Exposure to different contexts can require a leader to change, expand, or refine his or her core values (Sparrowe, 2005).Lord, Brown, Harvey, and Hall (2001)assert that the appropriate style of leadership depends upon situational and contextual factors. According to them,leadership is anemerging social process produced by the interaction of a variety of factors, including context(Lord et al., 2001).

- **Grounded**–This is the focus of our study and forms a vital part of the leadership development framework as proposed by Professor Kriek. We start by looking at the meaning of the word. According to the *Oxford English Dictionary*, the word grounded means to be ‘deeply or strongly founded;firmly fixed or established; resting upon a good basis’.

  The next step was to look at the different theories of leadership and choose an appropriate one that would assist in bringing out the understanding of being grounded in leadership and be in alignment with the definition stated above. The ideal place to begin was to look at the leader as a person and the foundational aspects that combine to develop the characteristics of leadership that have a firm foundation and is rest upon a good set of values.Shamir and Eilam (2005)allude to leaders as possessing self-knowledge which reflects clarity about their values and convictions. We can therefore conclude that leadership that is grounded has components of self-knowledge, awareness of self and their external environment, strong values, steely determination and the pursuit of excellence in whatever area of specialisation the leader has chosen to focus on.

Figure 1summarises the Leadership Development Framework:

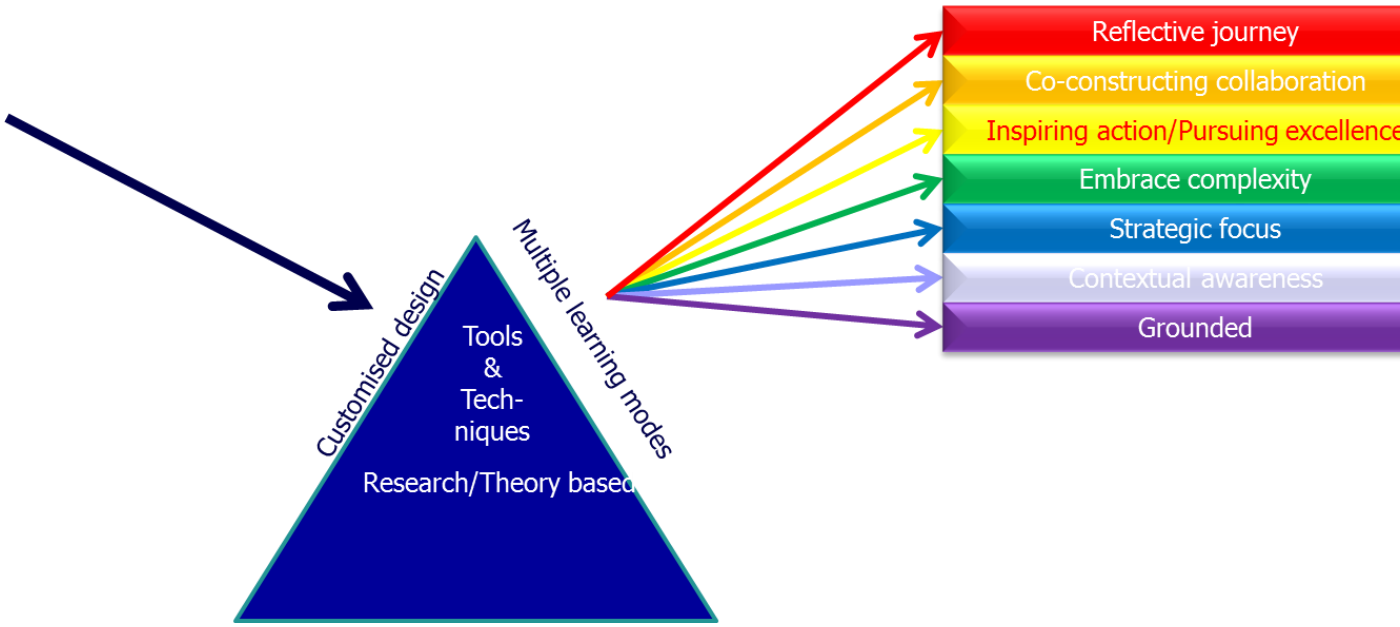

Figure 1: Leadership Development Framework

Based on the framework above, the available research literature on leadership was then examined to determine if there are any theories that would assist in co-constructing a leadership model that aims to expand on the notion of being grounded in leadership and what that entails. A number of leadership theories were explored such as charismatic leadership(Lowney, 2003), transformational leadership(Bass & Steidlmeier, 1999), servant leadership(Mittal & Dorfman, 2012) and authentic leadership(Avolio & Gardner, 2005; William L Gardner, Claudia C Cogliser, Kelly M Davis, & Matthew P Dickens, 2011; Ilies, Morgeson, & Nahrgang, 2005; Sparrowe, 2005; Fred O. Walumbwa, Christensen, & Hailey, 2011). It was noted that most of these theories were largely similar but tended to lean on a singular component more than the others. For example, charismatic leadership is largely focused on the leader and organisational success depends on the leader's ability to inspire and get the followers to buy into the vision that the leader has crafted while servant leadership emphasises the aspect of service. Although the importance of the components that are brought out by these theories was noted, the goal was to look for a more balanced theory that had a good balance of leadership components. After an extensive search, authentic leadership was settled on as the ideal leadership theory on which to base the literature review.

Through the study of authentic leadership literature, the researcher discovered that there are many definitions of what it means to be authentic. Being authentic means being aware of oneself(Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Ladkin & Taylor, 2010; Shamir & Eilam, 2005; Sparrowe, 2005; Weischer, Weibler, & Petersen, 2013); taking time to reflect(Gardner et al., 2005);being a leader who makes decisions based his or her values while being aware of their environment (William L. Gardner et al., 2011); and being a leader who builds honest, transparent relationships with followers(Gardner, Cogliser, Davis and Dickens, 2011; Avolio & Gardner, 2005;Luthans & Avolio, 2003).

Authentic Leaders have been defined as being hopeful (Richard Boyatzis & Mckee, 2005);optimistic (Fred O Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008);aware of themselves (Shamir & Eilam, 2005); aware of context (Avolio & Gardner, 2005);confident (Lowney, 2003);resilient (George, 2003);having high moral character (Gini, 1997);heroic (Lowney, 2003); moral/ethical(William L. Gardner et al., 2011); and giving priority to developing associates to be leaders themselves (Luthans and Avolio, (2003).

Authenticity has its origin in ancient Greek philosophy, loosely translated to mean ‘know thyself’(Gardner et al., 2005). Shamir and Eilam (2005)refer to the dictionary meaning of the term authentic as being ‘original’ or ‘genuine’. The aspects of originality and leader self-awareness seem to come up in most literature on authentic leadership. These can be used to describe and expand on the notion of being a ‘grounded’ leader. They combine wellto provide a strong basis upon which to build a leadership model that will provide a greater level of depth and understanding of what it means to be a grounded leader.

In this study, the co-constructing approach has been used to explaining the notion of being ‘grounded’ as a leader. The diagram below is taken from the classroom notes from Professor Kriek’s Organisational Development lecture. It captures concisely the approach for this particular study. After investigating academic theory, primarily in the literature review section of this study, a semi-structured interview has been carried out

with respondents in organisational practice, and based on the results of these two parts, a co-constructed leadership model emerges (seeFigure 2: Co-Constructing Approach to Model Development), against which the model to be utilised will be tested to see if indeed a leader can be identified as being grounded when using the Professor Kriek's leadership development model.

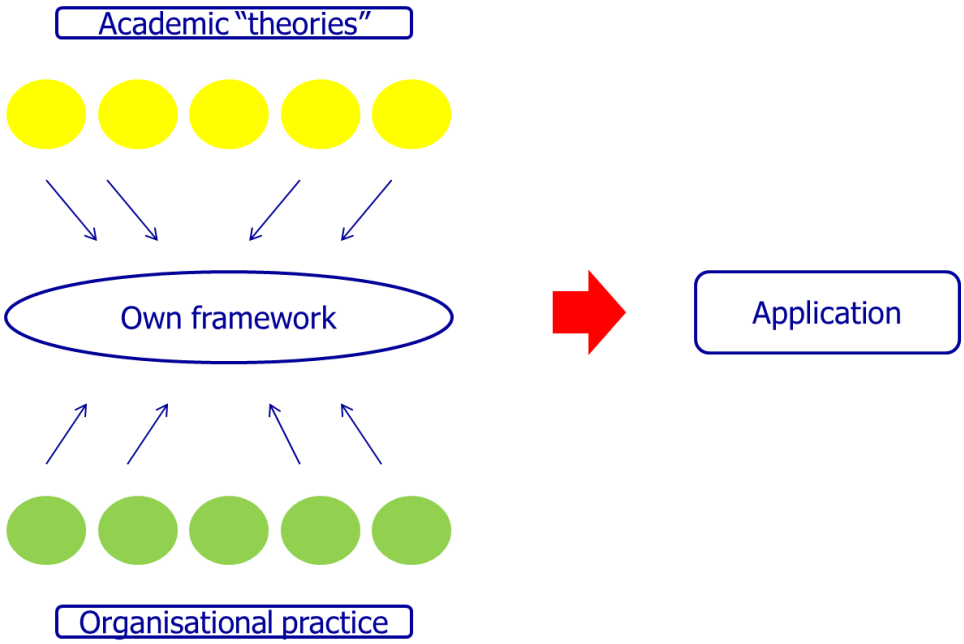

Figure 2: Co-Constructing Approach to Model Development

2.2 Background discussion

For purposes of this research, the researcher defined authentic leadership as follows:

> Leaders who are deeply aware of how they think and behave and are perceived by others as being aware of their own as well as others' values. (Avolio & Gardner, 2005; Kernis, 2003; Zhu et al., 2011).
>
> They lead with purpose, meaning, and values, building enduring relationships, ensuring integrity, are self-disciplined and are dedicated to developing themselves and their followers (George, 2003, p. 12).

In line with the co-constructing approach, the definition above comprises definitions from both scholarlytheory as well asthe practitioners' points of view, making it all-encompassing.

In this section of the study, the literature that is available on authentic leadership is examined, a comparison of the various constructs is undertaken and common themes in these models are outlined. Similar themes are grouped and these consolidate the leadership behavioural traits. This allows for better understanding of key factors required in the practice of authentic leaders as posited by academic scholars. Below, we list the key factors that were identified in the study of the available researchliterature. The literature review ends with a look at how this form of leadership has been applied in a practical way. As an organisation that has been existence for more than 450 years, the Jesuit movement continues to grow and their brand of authenticity makes for a compelling case study that provides perspective to our study.

To gain a better understanding of authentic leadership, a multi-component model is used in the study. This model has been developed as a construct from a combination of models that are used in research literature on the subject of authentic leadership (Kernis, 2003; IIies et al, 2005; F.O. Walumbwa .et al, 2005; Shamir & Eilam, 2005; Bass & Steidlmeier, 1999; Avolio & Gardner, 2005). The authentic leadership model for thisstudy therefore comprises the following components:

1. **Authentic Knowledge of Self**: This component of authentic leadership is found in the model that has been proposed by Sparrowe (2005). In this model Sparrowe (2005), suggests that authenticity is a result of the narrative processin which awareness is formed through a constitutive role that others contribute towards. Shamir and Eilam's (2005) model suggests that self-concept clarity or awareness is derived from one's life story and is expressed in one's behaviour. In other words, the meanings that a leader attaches to his or her life experiences, will combine to form a life story.Ladkin and Taylor (2010) allude to the embodiment of trueself as a requirement for being authentic. According to Weischer et al. (2013) being 'true to oneself', in authentic leadership, involves, among other

characteristics, having a high level of self-awareness. Finally, Avolio and Gardner (2005) propose authenticity in relation to self-awareness of one's values and purpose.

Based on these definitions in the various models, it was clear that an authentic knowledge of self should be a very important part of the constructed model on authentic leadership.

> Authentic leaders are portrayed as possessing self-knowledge and a personal pointof view, which reflects clarity about their values and convictions(Shamir & Eilam, 2005, p. 396).

2. **Commitment**: In this component, an analysis of the complex relationships between an organisation, the leader and the followers is undertaken. Avolio et al., (2004) advocate for alignment in goals and objectives in order for organisational commitment to grow and create a competitive advantage for the business. Unconditional trust on the part of the followers as a result of identifying with the authentic leader, leads to them experiencing positive emotions (Ilies et al., 2005). The authors add that authentic leaders serve as positive behavioural models for authentic behaviours. The support and self-determination of followersevolves, partly providing opportunities for skills development and autonomy. Avolio and Gardner (2005) feel that the influence authentic leaders have on followers'results in a focus on wellbeing as an outcome of authenticity.

   The life stories model as proposed by Shamir and Eilam (2005) provides insight into the meanings authentic leaders attached to life experiences in order to guide followers. Followers play an important part in assisting leaders find meaning in this process. The followers are able to develop themselves over time, through reflection as a result of this, and the model also provides followers with clues for assessing leader authenticity.

3. **Building Relationships**: This is derived from the Ilies et al.(2005) model as well as the Kernis (2003) four-component model. Building meaningful relationshipswith

followers is an important part of authentic leadership. According to Ilies et al. (2003) the openness and honesty that manifests from positive relationships will lead to cooperative behaviour and trust. Relational authenticity also links to the other components in the model. Leaders who display integrity and morality in their behaviours are able to easily gain the trust of their employees, leading to increased organisational commitment and synergies through value-based decision making.

4. **Integrity:** In the Kernis(2003) model, integrity forms part of authentic behaviour, where a leader's actions are informed by his or her value system and an awareness of the environmental impact. Palinski and Yammarino (2007) provide an in-depth analysis of what integrity means in the context of authenticity in leadership in the form of a four-part model outlining the different categories of integrity and how it interacts with some components in the model that has been constructed. Ilies et al (2005) state that a leader's integrity will manifest in their relations with those followers with high levels of integrity and will approach social interactions with openness and truthfulness.

5. **Morality**: According to Luthans and Avolio (2003), an ethical/moral component is inherent in an authentic leadership model. Avolio and Gardner (2005) point out that authentic leaders develop and rely upon reserves of moral capacity to achieve authentic and sustained moral actions. This component is closely aligned to a whole new area of study, moral leadership (Avolio & Gardner, 2005). Bass and Steidlmeier (1999) also add that to be truly transformational, leadership must be grounded in moral foundations.The component of moralityis explored in greater detail below.

2.3 Authentic knowledge of self

Self-awareness underlies all positive forms of leadership (Avolio & Gardner, 2005). Self-knowledge involves examining the source of our actions to see ifthey are coming from deep within us or if they are coming from a more superficial place. Ilies et al. (2005)posit that individuals who possess a positive self-concept tend to believe in their self-worth,

they also have an inner belief that they can accomplish whatever they set out to achieve, are emotionally stable and they are also in control of their lives. John Connolly, a bestselling Irish writer who is best known for his series of novels starring private detective Charlie Parker, said, in a radio interview, that we spend most of our lives in the pursuit of inner peace and when we find peace, we wage war! The reason for this would be that we would have found our purpose and would therefore begin on the journey to fulfil our purpose. This illustration explains the need for self-awareness in the journey of discovering our purpose and aim in fulfilling this purpose. Kouzes and Posner (2006)allude to the journey of authenticity as 'finding one's voice'. There is, therefore, a positive correlation between the search for one's purpose in leadership (George, 2003)and engaging in a continual journey of self-awareness in leadership (Avolio & Gardner, 2005; Ilies et al., 2005).

As mentioned earlier, the term 'authenticity' can be linked to ancient Greek philosophy, which roughly means 'to be thine own true self' (Avolio and Gardner, 2005). There are different perspectives that can be undertaken to unpack the concept of self. Shamir and Eilam (2005) have chosen to focus on the life stories approach to authentic leadership development. They attempt to explain how a leader's life events, which, combined, make up the leader's life story and how this particular story provides insight into the meanings they attach to follower development as well as their own personal development. The leader's story is said to reflect the level of self-knowledge, self-concept clarity and role-awareness required to assess the leader's level of authenticity (Shamir & Eilam, 2005). Shamir and Eilam (2005)add that leaders acquire these characteristics by constructing, developing and revisingtheir lifestories on a continual basis.This perspective aligns with Sparrowe (2005)'s notion of likening the journey to self-discovery as a 'narrative project' through which individuals find meaning by weaving a story uniting the disparate events, actions, and motivations of their lifeexperiences. Finding meaning in their life stories enables leaderstointerpret reality and act in a way that gives their interpretations and actions apersonal meaning(Shamir & Eilam, 2005). As a result, leaders are authentic to the extent that they act andjustify their actions on the basis of the meaning provided by their lifestories(Shamir & Eilam, 2005).In a world that is facing unprecedented challenges like climate change and terrorism there is a need for leadership that will help humanity to

be positive and focus on finding ways to overcome these challenges. Sparrowe (2005)states that this kind of leadership that can restore confidence comes from individuals who are true to themselves. George (2003) also argues that 'being yourself',being the person you were created to be as opposed to projecting a persona that you believe followers want to see, is the way to restore confidence in companies, especially after the corporate scandals like those at Enron and Arthur Andersen.

Bass and Steidlmeier (1999)distinguish between transformational (moral) andpseudo-transformational (amoral) leadership by choosing to describe the concept of'true self' in terms of values or ethics. They state that knowledge of true self helps to shape a leader's idealised influence, motivation and vision. According to Bass and Steidlmeier (1999), their perspective on true self is understood in relation to values.

Ilies et al.(2005), propose a six-part model for conceptualising the perspective ofeudaimonic well-being. Eudaimonia, a philosophical approach developed by Aristotle, is an ethical theory that calls for individuals to live according to their true self or daimon (Waterman, 2007). The daimon is defined as 'virtue' or 'excellence' or 'our best potentials'. According to Waterman (2007) eudaimonia is about an individual acting to further their best potential. According to Shamir and Eilam (2005), the state of eudaimonia occurs when people's life activities arecongruent with their deeply held values. It relatesto a human's well-being or self-realisation (Ilies et al., 2005). The importance of thisperspective is that it assists in articulating the different aspects of a human being that combine to enable one to realise one's true potential. The six components proposed by Ilies et al. (2005) are:

- **Self-acceptance**: This includes being aware of one's strengths and weaknesses as well as understanding one's emotions and personality (Avolio & Gardner, 2005; Shamir & Eilam, 2005;Weischer et al., 2013).

- **Environmental mastery:**This involves one's ability to manage one's life and at the same time be cognisant of the environment in which the leader operates. This means that of the many things that inform a leader's decisions, taking into account their environment is of utmost importance (Sparrowe, 2005).

- **Purpose in life**:Purpose has been mentioned in explaining the perspective of self-awareness through life events. This theme overlaps into this section. George (2003) mentions the importance of having a clear purpose in order to successfully practise authentic leadership. This, according to the former Medtronic CEO, is about having alignment between a leader's passion with a clear vision of an organisation's future. To find apurpose, a leader must first understand themselves, their passions, and theirunderlying motivations(Bass & Steidlmeier, 1999).

- **Positive relationships**:Ilies et al. (2005) allude to authenticity involving the valuing and striving for the achievement of openness and truthfulness in relationships. The development of trust will lead to cooperative behaviour. This process, is hoped, will help develop synergistic team relationships, leading to superior performance (Ilies et al., 2005).

- **Personal growth**: Self-awareness is not a destination point, but rather an emerging process where one continually comes to understand one's own talents, strengths, core values and beliefs (Avolio & Gardner, 2005; Shamir & Eilam, 2005). Personal growth is therefore a continual process.

- **Self-determination**: Avolio and Gardner (2005) argue that authentic leaders demonstrate transparent decision making, confidence, hope and resilience. There is also consistency in their words and deeds and they seek to develop associates by modelling and supporting self-determination. Sparrowe (2005)refers to self-determination as 'self-regulation'. Self-regulation seeks to insurethat one's words are spoken from the inner voice(Kouzes & Posner, 2006) and one's deeds reflect inner purpose (George, 2003)and values(Bass & Steidlmeier, 1999).

Error! Reference source not found.shows a link between authentic leadership and the udaimonic components outlined in the framework that has just been described.

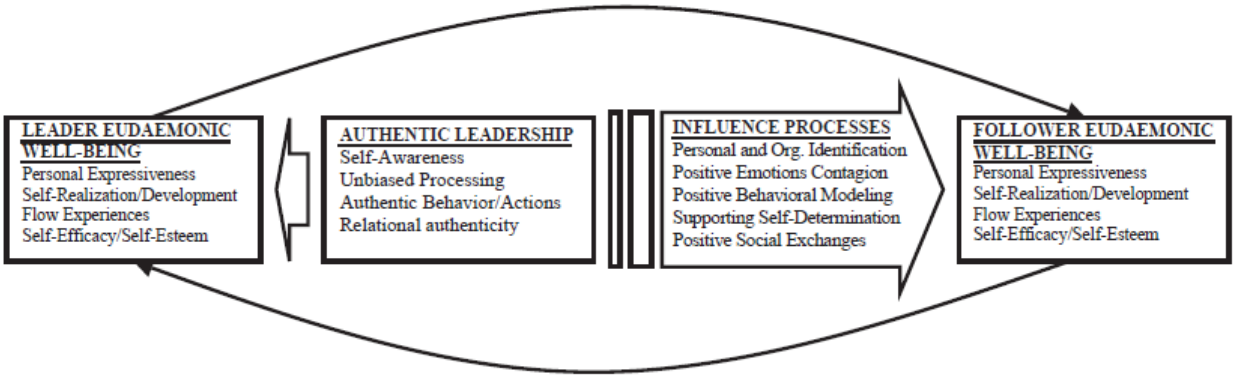

Figure 3: Authentic leadership influences on leaders' and followers' eudaimonic well-being

We can, based on academic literature, conclude that the journey to authenticity of self is a process that begins with identifying one's purpose (George, 2003), then being able to articulate that purpose through finding one's voice instead of reflecting the voices of others (Kouzes & Posner, 2006) and finally practising those values(Bass & Steidlmeier, 1999) that align with one's purpose and voice (Sparrowe, 2005).

The perspectives stated abovecomplement each other and they help to describe the understanding of what motivates the development of authentic leadership(Avolio & Gardner, 2005).

Self-awareness is not only a critical practice for authentic leaders but also extends to their followers. According to Avolio and Gardner (2005), authentic leaders heighten the self-awareness and also shape the self-regulatory processes of followers. The perspectives of self-awareness hold that whether the elements of the authentic self are one's purpose, values or voice, they cannot be one's own unless undisturbed by the influence of others(Sparrowe, 2005). Through these processes, they state that followers develop greater clarity about their values, identity and emotions. As followers internalise values and beliefs that are articulated by the leader, their conception of what constitutes

their actual and potential selves is expected to change and develop over time (Avolio & Gardner, 2005). In addition, Avolio and Gardner (2005) note that as followers come to know who they are, they will in turn become more transparent with the leader. This is also beneficial to the leader's development.

2.4 Commitment

Organisational commitment is defined as 'the relative strength of an individual's identification with and involvement in a particular organisation'(Avolio, Zhu, Koh, & Bhatia, 2004, p. 952). This involves being committed to something that is beyond one's narrow personal concerns (Bass, 1999). Work experiences, personal and organisational factors serve as antecedents to organisational commitment (Avolio et al., 2004). Avolio et al. (2004)postulate that leadership is one such personal and organisational factor that is considered a key determinant of organisational commitment. Certain conditions have to be met in order for successful leadership development to take place (Avolio & Gardner, 2005). Shamir, House and Arthur (1993)suggest that leaders are able to influence followers' organisational commitment by emphasising values associated with goal accomplishment, focusing on the linkages between the follower's effort and goal achievement, and by creating a higher level of personal commitment to the organisation's vision, mission and goals. Authentic leaders instil commitment to the organisation by followers through involving followers in decision-making processes,fostering organisational loyalty, while also recognising and appreciating the different needs of each follower to develop his orher personal potential(Avolio et al., 2004).

Eagly (2005)notes that there are specific situations where leaders have acted in an authentic manner but this behaviour may not have resulted in positive relations with the followers. She states possible reasons for such failure and lack of commitment as being values that are not shared by followers as well as reluctance on the part of the follower to grant the leader the required legitimacy so that the relationship results in a win-win situation. From this,it can be deduced that, in order for the practice of authentic leadership to be successful, followers would be able to grant the leader the social identification that comes with that position (Avolio & Gardner, 2005). To illustrate this

point, Eagly (2005) alludes to the fact that, traditionally, leadership roles have been occupied by males and when a female rises to the position, she will encounter challenges that her male counterparts would not otherwise experience in a similar situation. Leadership literature has been extensively examined to gain a deeper understanding of the other elements of leadership that contribute to being authentic.

If a leader is willing to increase his or her vulnerability and delegates more tasks and responsibilities, this will result in increased participative decision making that the followers may perceive as a larger degree of empowerment.Greater commitment on the part of the follower is a high probability and results in reduced staff turnover. (Ladegard & Gjerde, 2014).

2.5 Building authentic relationships

By being transparent in relationships, authentic leaders have an opportunity to create greater openness in their interactions, share information openly, provide followers with opportunities to develop collective intuition and expand their knowledge as well as acquire new skills(Fred O. Walumbwa et al., 2011). Leadership does not exclusively reside with the leader but is a dynamic relationship between the leader and his or her followers (Gini, 1997). (Fred O. Walumbwa et al., 2011) further note that these relationships are marked by accountability, honesty and trustful exchanges.Ilies et al. (2005) introduce two distinct concepts of trust; unconditional and conditional trust. In this study the researcher expands on unconditional trust for context purposes. In unconditional trust, individuals are more likely to experience trust through their shared values (Ilies et al., 2005). The development of unconditional trustis based on confidence in each other's values and develops through the free exchange of knowledge and ideas (Ilies et al., 2005). These authors further posit that once trust has been developed, this leads to cooperative behaviour which in turn results in superior performance. By being transparent, the leader's intentions are known, allowing followers to focus on the task at hand instead of questioning the possible motives of the leader (Fred O. Walumbwa et al., 2011). The authentic leader calls for universal brotherhood (Bass & Steidlmeier, 1999).

Authenticity must be acknowledged by followers for it to produce positiveoutcomes, this means that the leader's values and those of his or her followers must align (Eagly, 2005).

Shamir and Eilam (2005) expand on the definition of authentic followershipas follows:

- Followers who follow the leader for authentic reasons, that is because they share the leader's, beliefs,values and convictions, the leader's concerns, and the leader's definition of the situation rather thanbecause of coercion, normative pressures or the expectation of personal rewards.

- Followers who do not have illusions or delusions about the leader and do not follow the leaderbecause such illusions provide them with a false sense of safety. Rather, they exercise their ownindependent judgment about the leader and the leader's actions. Such followers have a realistic viewof the leader's strengths and weaknesses and do not follow him or her blindly.

- Followers who authenticate the leader. By that we mean:

    a. Followers who judge the leader's claim for leadership as based on personally held deep values andconvictions rather than on mere conventions of an appointed office or the desire for personal power,status or other benefits.

    b. Followers who judge the leader's behaviours as consistent with his or her beliefs,values and convictions (Shamir & Eilam, 2005 p.401).

Outstanding leaders are typically described by their followers as being inspirational and visionary (Berson, Shamir, Avolio, & Popper, 2001). This involves outlining a vision that is clear and meaningful to followers (Conger & Kanungo, 1998). Visions also clarify a set of ideals, articulate a sense of purpose and highlight the uniqueness of an organisation (Berson et al., 2001). Berson et al. (2001)state that if the leader articulates his or her vision correctly, it helps in fostering the relationships between the leader and followers as well as among the followers themselves. Authentic leaders can influence followers' wellbeing through emotions as well. This involves leaders providing anatmosphere that is

conducive to allowing followers to experience their positive emotions and these positive emotions in turn influence followers' experiences (Ilies et al., 2005) . Authentic leaders can also act as positive behavioural models for authentic behaviours to the followers and support the self-determinationof followers, in part by providing opportunities for skills development and empowerment (Ilies et al., 2005). Followers can learn from observation i.e. social learning and future behaviours are guided by the consequences of past behaviour and social learning (Bandura, 1994).

2.6 Integrity

Integrity is derived from the Latin term*integer*,which can be translated to means wholeness or completeness(M. E. Palanski & Yammarino, 2007).

Integrity is often used to represent a variety of ideas and constructs, sometimes overlapping with terms such as honesty and morality (M. E. Palanski & Yammarino, 2007). This is a result, as observed byM. E. Palanski and Yammarino (2007), of there being little theory about integrity in management literature. Integrity is mentioned as a characteristic for good leaders (M. E. Palanski & Yammarino, 2007). It has been linked to authentic leadership by scholars as a positive attribute(Avolio & Gardner, 2005; May, Chan, Hodges, & Avolio, 2003).

Integrity involves being consistent at all times, keeping promises, being true to one's self (George, 2003), practising honesty while having alignment in one's actions and beliefs (Erhard et al, 2010). Personal integrity has been shown to be the most important element for engendering follower respect and trust (Reave, 2005). Michie and Gooty (2005)statethat values (e.g. social justice, equity, honesty, loyalty and responsibility) and positive emotions (e.g. appreciation, gratitude and concern for others) play a significant role in the development of authentic leadership. There is a positive correlation between the leader's values and emotions (Avolio & Gardner, 2005). As an example, appreciation and gratitude shown to a leader, in turn, result in that leader behaving in ways that project positive values like honesty and loyalty. These positive emotions are critical in the understanding of authenticity in leadership.

M. E. Palanski and Yammarino (2007)categorise aspects of integrity into four different parts:

Table 1: Four categories of Integrity

Integrity as consistency of words & actions • A sense of consistency in social interactions. • Match between words and actions. • Consistency between espoused values and displayed values of the leader.	**Integrity as consistency in adversity** • Unchanging behaviour in times of adversity. • Involves the presence of an unusual situation as a condition for integrity to occur. • Must involve choice between at least two options.
Integrity as being true to oneself • Acting according to one's own conscience. • This aspect is linked to the dimension of authenticity.	**Integrity as moral or ethical behaviour** • Refers to actions that are in accordance with socially acceptable behaviour. • Synonymous with honest, respect, trustworthy, openness & empathy.

2.7 Morality

'All leadership, whether good or bad, is moral leadership'(Gini, 1997, p. 45).

Leadership literature shows a connection between authentic leadership and moral leadership (Avolio & Gardner, 2005; Bass & Steidlmeier, 1999;Ladkin & Taylor, 2010). Authentic leadership is characterised by high moral and ethical standards (Bass &Steidlmeier, 1999). It is therefore important to understand the aspect of morality in leadership. A leader is considered to exhibit moral autonomy if he or she has the capacity to freely make ethical decisions (Wright & Quick, 2011). Wright and Quick (2011)expand further on the meaning of autonomy: in this case being the discretion and skills of judgment to act in a moral manner. This indicates that there is always an option and acting in a moral manner is a conscious decision on the part of the leader.

Bass and Steidlmeier (1999 p.2) state the three pillars on which the ethics of leadership rest, as follows:

1. The moral character of the leader.
2. The ethical legitimacy of the values embedded in the leader's vision, articulation and program which followers either embrace or reject.
3. The morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue.

Authentic decision making involves recognising the level of intensity associated with each moral situation (May et al., 2003). The leader is then able to make an informed decision,taking into account the context and moral aspect of the situation. This requires a transparent evaluation of all the relevant available options and deliberately developing the intentions to act in an authentic manner(May et al., 2003).Gahl (1984)puts forward a list of qualities that an authentic leader should possess, which include optimism, willingness to take risks, courage to make unpopular decisions, being fair and placing principle above one's own needs. Gahl (1984)then describes moral courage as the leader's capacity to distinguish right from wrong and having the determination to do what one knows to be morally right in spite of the consequences. There is an inextricable relationship between moral leadership in business and moral leadership by business in the larger society (Camenisch, 1986). This involves moral practices that go beyond just

following business procedures and obeying the letter of the law. The recent financial scandals that contributed significantly to the global financial crisis are a good example of business chasing profits at the expense of moral leadership. The authentic leader of the organisation must ensure that the organisation is cognisant of the environment in which it operates and is a good corporate citizen. Camenisch (1986)states that the personal integrity or character of the leader is necessary, but not sufficient, for the successful practice of good moral leadership in a business. This is mainly as a result of competing moral interests of the leader and those of the organisation (Camenisch, 1986). In conclusion, Graham (1995),inFigure 4below, summarisesthe several levels of moral development an individual goes through as they progress to authentic reasoning.

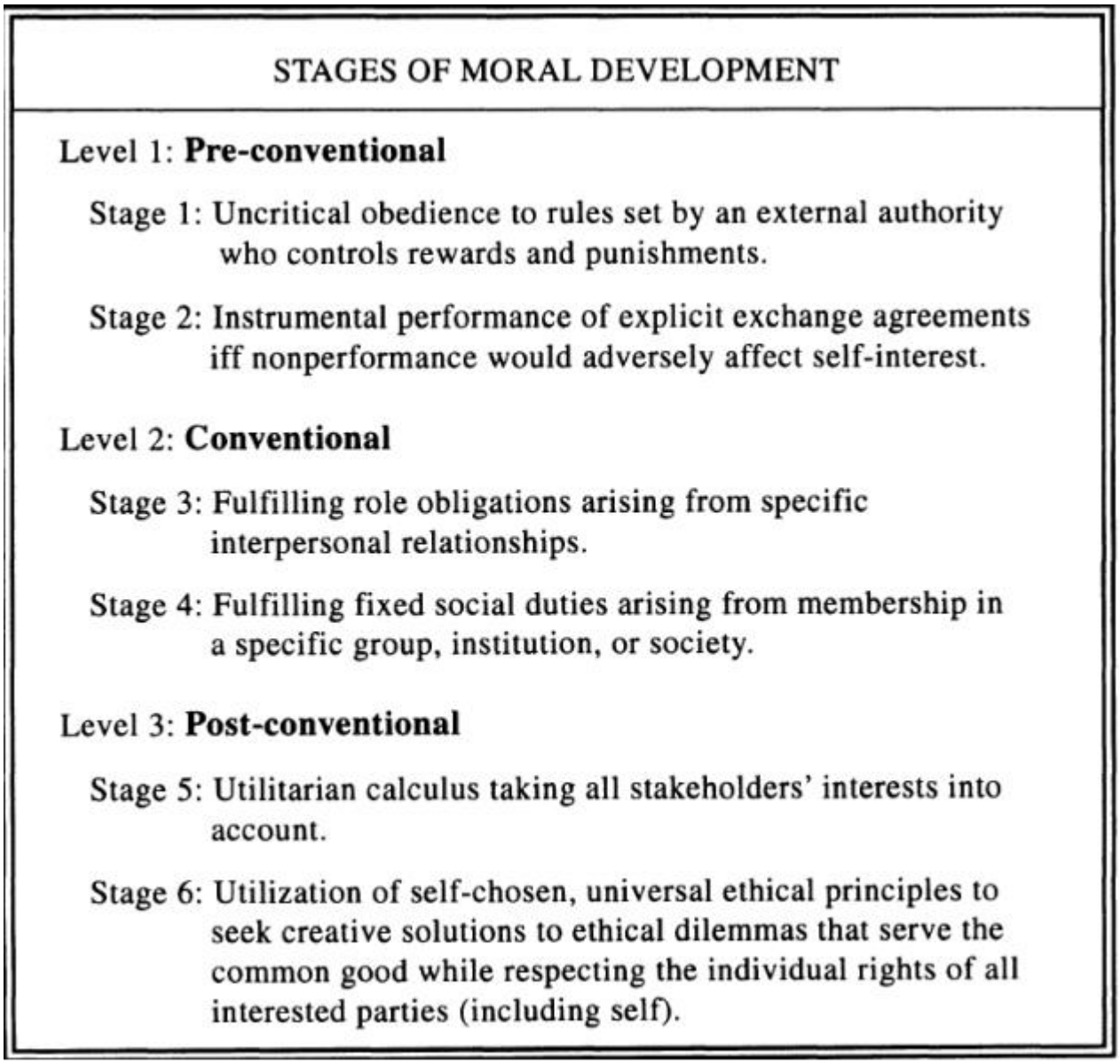

Figure 4: Levels of Moral Reasoning

- Pre-Conventional: Uncritical obedience to rules set by an external authority who controls rewards and punishments.
- Conventional: Fulfilling personal and societal obligations arising from memberships of those groups.

- Post conventional: ‘Utilisation of self-chosen, universal ethical principles to seek creative solutions to ethical dilemmas that serve the common good while respecting the individual rights of all interested parties (including self)’(Graham, 1995, p. 32).

Authentic leaders should all aim to achieve the third level of moral awareness in order to be successful.

2.8 Authentic leadership development

Are authentic leaders born or made? Avolio and Gardner (2005)attempt to answer this question by stating findings on specific research carried out for this particular purpose. They discovered that approximately 30 per cent of leadership emergence was heritable (born), whereas 70 per cent was due to environmental events (made). Sparrowe (2005)states that whether born or made, each perspective acknowledges that authenticity is a developmental processcharacterised by growing awareness of one’s own true self. The development of authentic leaders is therefore an important aspect of leadership that needs to be researched in greater detail if we are going to be successful in overcoming the leadership challenges of the 21st century.Theproblem is inability to predict who will and will not be aneffective leader, nor how to help them develop to a place of greater effectiveness(Eigel & Kuhnert, 2005).

Authenticity is a developmental process characterised by growing awareness of one’s own true self(Sparrowe, 2005).In this researcher’s view, the answer is definitely that authenticity is an active choice that a leader makes and involves engaging in the process of identifying the true values that the particular individual aligns with. Authentic leadership development involves processes whereby leaders and followers gain self-awareness and actively establish open, transparent, trusting and genuine relationships(Avolio & Gardner, 2005).

The following tableis a model that summarises the various leadership development initiatives as proposed by Day, Fleenor, Atwater, Sturm, and McKee (2014), in their research on the advances in leader and leadership development.

Table 2: Process issues in leadership development

Topics summary	source
360-degree feedback	
It is important to consider the pattern of strategic, organisational, and HR-related factors that must be integrated in order to link feedback results to organisational performance. Merely assuming that giving a leader feedback will result in a behavioural change, and ultimately organisational performance improvement, is overly simplistic.	Atwater and Waldman (1998)
Leaders' reactions to 360-degree feedback vary as a function of the feedback content as well as other factors about the raters and the organisational climate, including whether or not recipients felt the organisation was supportive of their developmental efforts	Facteau et al. (1998)
Leaders who are high self-monitors do not receive higher 360-degree feedback ratings, suggesting that the impression management styles of high self-monitors do not significantly influence360-degree ratings.	Warech et al. (1998)
The administration of two feedback interventions has the ability to improve leader effectiveness more so than a single administration of a feedback intervention.	Seifert and Yukl (2010)
In terms of how political leaders respond to criticism, others' supportive reactions are positively related to collaboration and persuasion strategies as a response to criticism, whereas diverting attention and persuasion are related to unsuccessful resolution of the issue.	Eubanks et al. (2010)
While most leadership development programs have improved leader effectiveness as an ultimate goal, the main roles associated with effective leadership differ according to who is being asked (e.g., focal manager, peers, subordinates, or bosses); hence, effectiveness may be in the eye of the beholder (or evaluator).	Hooijberg and Choi (2000)
Self-other	
Agreement	
Leaders who rate themselves similarly to how others rate them are likely to be more effective leaders.	Atwater and Yammarino (1992)
Self-other agreement does not appear to be related to leadership effectiveness.	Fleenor et al. (1996)
There is a link between rating agreement and leader effectiveness	Atwater et al. (1998)
Whereas self-other agreement appears to be related to leader effectiveness, its relationship to leadership outcomes is complex. Also, self-other agreement can be an important factor in increasing the self-perception accuracy or self-awareness of individuals participating in leadership development programs using multi-source assessments.	Fleenor et al. (2010)
Self-narrative	
Authentic leaders can gain self-knowledge, self-concept clarity, and person-role merger, by constructing, developing, and revising the personal narratives they construct about themselves (i.e., life stories).	Shamir and Eilam (2005)
Continuously revising and updating self-narratives as experiences accrue through written journals or other similar techniques can help enhance the effectiveness of programs and interventions that seek to increase self-awareness.	Sparrowe (2005)

Various leader performance dimensions can be linked to certain types of experiences. For example, experiences that create optimistic views of others and empathy for their suffering are strongly related to outstanding leader performance.	Ligon et al. (2008)

If used as intended, 360-degree feedback can help people understand systematically the impact of their behaviour on others(Day et al., 2014). London and Beatty (1993)note that it is often usedtoinitiateleadershiptraining programsbysupplying guidance for developmental purposes. Insome organisations,feedbackisusedsolely for development, while inothers, it can serveasinputfor performance evaluationandcompensationadjustment(London & Beatty, 1993). The 360-degree feedback tool is therefore an important tool that leaders can use to enhance their development. Further, the 360-degree approach, according to London and Beatty (1993), recognises that little change can be expected without proper feedback, and that different constituencies in a leader's circle of influence are a source of rich and useful information to help managers guide their behaviour. Brutus, London, and Martineau (1999)assert that the concept of 360-degree feedback rests on theassumption that performance information about the focal individual collectedfrom different perspectives and provided back to that same individual will lead toindividual development. In addition, according to Brutus et al. (1999), this feedback is designed to serve as the basis for identifying one's strengths and weaknesses as well as enabling personal development. The success of this development tool has not yet been fully proven (Bracken, Timmreck, Fleenor, & Summers, 2001). Although the 360-degree approachrecognises that little change can beexpected without feedback, and that different constituencies are a source of useful information to help managers guide their behaviour, the effectiveness of this tool is yet to be proven (London & Beatty, 1993).

In theory, according to London and Beatty (1993), data that has been received through the 360-degree process may not only tell leaders what needs to be done to improve the performance of their work, but also how this might be accomplished through changes in their behaviour. This might include, for example, inimproving teamwork, risk-taking levels of tolerance, innovation, and follower empowerment. Research has shown that this feedback can serve to enhance communication and performance if it is utilised properly

by the leader (London & Beatty, 1993). However, in order for this tool to be effective, the system is heavily reliant on accurate information from multiple sources (Bracken et al., 2001).

We are living in a world that has unique challenges like corporate meltdowns, terrorism is rife and the world is experiencing some of the worse economic crises of the modern age. Avolio and Gardner (2005)state that these challenges require different type of leaders to be developed, if there is any chance of overcoming these challenges and many more than these mentioned above. Authentic leader development is beneficial because of its effects on followers and it may contribute towards the development of authentic followers(Avolio & Gardner, 2005). According to Bass and Steidlmeier (1999), transforming leaders are seen as, among other characteristics, being inspiring, morally uplifting, and focused on developing followers into leaders.

A key ingredient in the development of leaders, is a term that was coined by Bandura (1994), in his book *Self-efficacy*. By efficacy, Bandura meant that one having theconfidence that you could be successful at a task. Avolio (2007)builds on Bandura's notion of efficacy and explores the possibility of developinga leaders' efficacy for such things as having confidence in their thinking, decision making, actions and behaviours. He then asserts that positive leadership development can be accelerated(Avolio, 2007). Shamir and Eilam (2005), concur with this approach to leadership development and emphasise the importance of clarifying the process of authentic leader development as a necessary step towards a fuller understanding of authentic leadership development.As the war for leadership talent looms on the horizon, the time for investing in genuine leadership development has never been more warranted (Avolio, 2007).Avolio (2007)has called for a better balance between learning and application in the leadership development programs. Another recommendation by Avolio (2007), is earlier interventionstaking place to develop a positive mind-set regarding leadership development. He says that will result in less grassroots training needingto be done later in the leader's life. Early interventions for this author mean that leadership training should start taking place at the primary and secondary school levels.

At the heart of leadership development is a look at a leader's character and its impact on the individual's ability to develop followers (Kernis, 2003). As George (2003) has stated, there isa need for leaders who lead purposefully, with values and integrity. In order to achieve this, it is important to look at a leader's self-esteem. According to Kernis (2003), self-esteem is an important psychological constructbecause of its importance in an individuals' dailyexperience; it refers to the way that people feel aboutthemselves and their interaction with the environment and the people around them. Kernis (2003)notes that an individual with high self-esteem is desirable for the development of future authentic leaders. He distinguishes between the two types: fragile high self-esteem and secure high self-esteem. Leaders with fragile high self-esteem may take great pride intheir successes and may also createobstacles to successful performance so that their competencies and successes will seem especially noteworthy. These leaders tend to be caught up in how they feel about themselves and will take decisions that feed this craving for self-importance. On the other hand, leaders with a secure form of self-esteem tend to value andaccept themselves, including their imperfections. Importantly,they do not feel a need to be superior to others, and they do not gauge their worthiness by outdoing others(Kernis, 2003). These individuals are able to attract and develop followers who buy into their leadership approach (Avolio & Gardner, 2005).

Gardner et al. (2005)state that leaders and followers are developed over time as therelationship between them becomes more authentic. This means that through these relationships, followers have an opportunity toanalyse values and beliefs espoused by the leader and form their own concept of what this entails. With time, they are expected to change and develop as they become aware of themselves (Avolio & Gardner, 2005). As a result, by knowing who they are, followers will, in turn, become more transparent with the leader and will be more likely to benefit from the positive relationship that exists, from a development perspective (Fred O. Walumbwa et al., 2011).

2.9 Authentic leadership in practice

Having studied the traits that are most common in authentic leadership theory,the focus now turnsto the operationalisation of authentic leadership. In the practice of authentic leadership, the environment plays a crucial part in helping leaders grapple with

leadership challenges. Vital challenges like assembling multinational teams that operate across borders, motivating inspired performance, always being ready to adapt and anticipate the changing environment, are some of the challenges that are faced but are infact not new (Lowney, 2003). According to Lowney (2003), the Jesuits had grappled with the same issues 435 years ago. 'Some elements of the Jesuit approach are increasingly finding validation in recent research'(Lowney, 2003, p. 5). Seeing that some form of authenticity in leadership has been practised for centuries in some groups, it would be beneficial to understand the leadership model that could be gleaned from these early leadership practitioners. Founded in 1540, the Jesuit 'company' has all the traits of a successful enterprise. Its twenty-one thousand professionals operate more than two thousand institutions in over one hundred countries, making this company the world's largest religious order (Lowney, 2003). This company that has survived for so long and continues to grow, has, according to Lowney (2003), a model that is based on four pillars of success, namely self-awareness, ingenuity, love and heroism.

1. **Self-Awareness'To order one's life'***(Lowney, 2003, p. 27)*: This is in line with the modern teachings of authentic leadership. The ability to understand oneself is important and helps in becoming aware of weaknesses that can derail one(Ladkin & Taylor, 2010). The Jesuits believed that this could be mitigated by practising a habit of self-reflection (Lowney, 2003). The characteristic of self-reflection also forms part of the Leadership Development Framework. Richard Boyatzis and Mckee (2005)allude to being able to read one's own emotions and recognising their impact. It also involves knowing one's strengths and limits and finally, they include the ability to have a sound sense of one's self-worth and capabilities (Richard Boyatzis & Mckee, 2005). The Jesuits employed a number of strategies to ensure that trainees practised the art of self-awareness, they were placed in solitude for a month, engaged in self-assessment as well as spiritual exercises that involved labour, begging for food and undertaking solitary pilgrimages that involved long-distance travel.

2. **Ingenuity'The whole world will become our house'**(Lowney, 2003, p. 29): The Jesuits believe that leaders had a responsibility to make themselves and others

comfortable in a changing world. Richard Boyatzis and Mckee (2005)refer to it as adaptability by demonstrating flexibility in adapting to changing situations. The Jesuits explored new ideas and approaches and they understood that culture is dynamic. Their anchor is a set of unchanging principles and values, which will be discussed later in this study. The founding leader of the Jesuits, Ignatius Loyola, always advocated the notion of 'living with one foot raised', an illustration of the constantly changing environment (Lowney, 2003).Fred O. Walumbwa et al. (2011), who have focused their research on current knowledge workers, agree with the notion of adapting and also add the aspect of continual learning as part of the adaptation process. Jesuits did not believe in ingrained habits, prejudices and cultural preferences, because they believed that this is the baggage that blocked rapid adaptive responses (Lowney, 2003). To further enhance his point, that the Jesuits faced similar challenges as leaders of today, Lowney (2003) points to challenges like voyages of discovery from Europe to Asia and the Americas, fighting for space among the dominant religious orders at the time and adapting their message to the introduction of the printing press, a phenomenal change that can be compared to the advent of the internet in the current times.

3. **Love 'With greater love than fear'**:Leaders who are confident (George, 2003), optimistic and transformative (Bass, 1999), are required in the present age to help overcome the current challenges,although, worded differently, the Jesuit's notion of love is in line with authentic leadership principles stated above. The Jesuits created environments bound and energised by loyalty, affection and mutual support (Lowney, 2003). This is akin to the four components of authentic transformational leadership as defined by Bass and Steidlmeier (1999), of idealised influence, inspirational motivation, intellectual stimulation and individualised contribution. What the Jesuits termed 'love'(Lowney, 2003), authentic leadership terms transformation(Bass & Steidlmeier, 1999). Machiavelli'swork*The Prince* advocates for leaders intent on gaining, holding and using power through means of fear. 'To be feared is safer than to be loved'(Lowney, 2003). The evidence speaks for itself, the Jesuit empire has continued to grow and Machiavelli's teachings have no sign of being successful.

The Jesuits' notion of love extend further into embracing diversity in teams, a vital skill required in the present environment of globalisation (George, 2003). 'Jesuits working in China included nationals from half a dozen countries, all this, centuries before the term *multinational teams* entered the corporate lexicon'(Lowney, 2003, p. 33).

4. **Heroism 'Eliciting great desires'**(Lowney, 2003, p. 33*):*The pursuit of heroic objectives, in search of a higher purpose, being motivated to constantly achieve higher goals. The Jesuits decided long ago that motivation can only come from within. Thus, Jesuit culture spurred them to 'elicit great desires'(Lowney, 2003, p. 33) and to aim high.

The underlying principles of the successful Jesuit company can be explained by the way they viewed the emergence of leadershipwithin the company.The Jesuits believed that everyone is a leader and the leadership principles applied to all members of the team. This is in contrast to the notion of followers that is common in current academic theory (Shamir et al., 1993; Fred O. Walumbwa et al., 2011).The Jesuits believe that leadership comes from within (Lowney, 2003), while academic theory posits that leadership is a learnt behaviour (George, 2003).Leadership is not an act but is a way of living according to the Jesuits (Lowney, 2003), this aligns to the notion that the practice of authentic leadership as a conscious effort on the part of the leader (Avolio & Gardner, 2005).

2.10 Conclusion of literature review

The success of any leadership model depends on the robustness of the factors that are combined to form that particular model. Through this literature review of different authentic leadership models, common themes seem to emerge through each of the models that were chosen for the study. The identification of factors that should be included in the development of an Afro-centric leadership model is crucial to improving the level of leadership in South Africa.

2.10.1 Research Question

What are the key factors that should be included in a grounded leadership model for corporate leaders in corporate South Africa?

CHAPTER 3: RESEARCH METHODOLOGY

This section describes the methodology that was used to conduct the research to identify the common factors that authentic leaders practise, in corporate South Africa.

A qualitative approach using semi-structured interviews was used. The purpose of the interviews was to collect data which was analysed by identifying and extracting themes from the content (R Boyatzis, 1998). The literature review section was summarised into sub-themes and the research instrument was derived from the sub-themes. Interview data was then grouped in accordance with the sub-headings from the literature review.

Qualitative research is by nature exploratory, because the researcher relies on the opinions and perceptions of the respondents to form an overview of the research topic being conducted (Marks & Yardley, 2004). This section expands on the qualitative research paradigm and then introduces the research instrument. The sample is described and the method of analysis is discussed. The chapter concludeswith issues relating to the reliability and validity of the study.

3.1 Research methodology/paradigm

The study makes use of the qualitative research method. Qualitative research is exploratory in nature, allowing the researcher to build subjectivity into the research (Marks & Yardley, 2004). Emphasis on subject matter depth as opposed to quantity makes it an attractive option for leadership research (M. E. Palanski & Yammarino, 2009). The ability to study meanings, gain deeper insights and enable the researcher to understand perspectives and interpretation of participants, leading to new learning is ideal for such a broad area of study where there is more than one definition of authentic leadership (William L Gardner et al., 2011).

In this study, a constructivist or interpretivist paradigm approach is used (Ponterotto, 2005). This paradigm, according to Ponterotto (2005), allows the researcher to derive an interpretation or position based on the interaction with the participants in the form of a dialogue. This is particularly important and relevant in the context of this study that aims to identify factors that combine to articulate the notion of being grounded as a leader.

The factors are derived from research literature and were then tested for relevance through interviews with successful leaders in the South African economy, before they can be put forward as reliable factors required for being a business leader that practises and subscribes to the authentic form of leadership and by extension, for the purposes of the study, is a grounded leader. Ponterotto (2005) describes the interaction between the researcher and the research participant a distinguishing characteristic of constructivism. In addition, Ponterotto (2005), further points to the constructivist paradigm as being ideal and provides a primary foundation and anchor for qualitative research methods.

The need for a different kind of leadership that is required to face the current ethical challenges, while focusing on performance, innovation and growth has increased greatly. This new leader needs to be comfortable with uncertainty, and change is the only constant. The study aims at identifying the traits of this new leader through qualitative research, and aims at gaining insights from leaders that have embraced the notion of authenticity.

3.2 Research design

The methodology adopted here was semi-structured interviews. Interview data was analysed using thematic content analysis. The advantage of face-to-face interviewing is that it allows the interviewer to probe, clarify, take cues and observe the body language during data gathering (R Boyatzis, 1998). The disadvantage of this method is that it can be time consuming and expensive if the sample is geographically dispersed (R Boyatzis, 1998). In addition, face-to-face interaction can stop respondents from being open, taking time to reflect on the questions and responding in an open manner.

3.3 Population and sample

3.3.1 Population

The population was a sample of corporate business leaders in South African organisations. The population was identified through professional and social networks, as well as referrals from contacts. Local media articles were also used to identify profiles

of business leaders that are practising authentic leadership. The Wits Business School Alumni department was also a good source for obtaining access to the population.

3.3.2 Sample and sampling method

A sample of five business leaders, holding senior executive positions in corporate South Africa,was identified. This sample was drawn from different industries. The Wits Business School Alumni Association was a good starting point to gain access to potential corporate leaders who could take part in the interview process.

Interview timeslots were then setup with respondents who expressed a willingness to participate in the research. This included co-ordination of diaries and appointments with their respective secretaries.

3.4 The research instrument

The semi-structured in-depth interview schedule was used as the research instrument. The questions endeavoured to explore the relevance of the findings from the literature review within the context of the study.

Semi-structured interview techniques are widely used because they can be analysed in a variety of ways and are therefore compatible with many research methods. Pre-arranged semi-structured interviews were conducted at pre-determined venues with the respondents. During the interviews, the researcher took notes and made use of a recorder for purposes of accuracy and analysis later on. The interview consisted of a set number of questions and allowance was made for further questioning and clarification during the interview process. This is in line with best practice interviewing techniques (Marks & Yardley, 2004). This approach enables the intervieweeleeway to provide comprehensive responses that will greatly aid in bringing clarity to the research. The actual research instrument is outlined in Appendix A.

3.5 Procedure for data collection

The main part of the data collection process involved the use of semi-structured interviews that had been pre-arranged with the respondents. The notes taken during this

process as well as the recordings, formed the main source for the analysis of data. Where appropriate, telephonic interviews were arranged with the respondents for further clarification.

3.6 Data analysis and interpretation

The main forms of analysis to be used in this research are content analysis and thematic analysis. Content analysis involves establishing categories and then counting the number of instances in which they are used (Marks & Yardley, 2004). This enables the researcher to establish frequencies in a particular category. This is particularly relevant in this research, as the researcher endeavours to identify key behavioural factors practised by authentic leaders. The attributes were gathered into categories, in line with the academic literature. Marks and Yardley (2004)state that content analysis is an accepted method for investigating text in communications content.

Thematic analysis, although similar to content analysis, pays greater attention to the qualitative aspects of the material that is being analysed (Marks & Yardley, 2004). Boyatzis (1998)introduces the notion of a theme as a specific pattern of data in which one is interested. Words, phrases, themes or other units of text that are placed in one category are deemed to have the same meaning (Marks & Yardley, 2004). In the type of thematic analysis proposed, existing theories drove the questions that were asked, the reason for this being that one does not have to 'reinvent the wheel'(Boyatzis, 1998). The other name for placing words in a category is known as coding.Boyatzis (1998)emphasises the need for consistency in the coding process in order for the data to be reliable.

Boyatzis (1998)advocates for the following approach in content analysis:

- Definition of text, words, paragraphs and converting these into various codes.
- Definition of the code or categoriesin terms of scope. The code must be able to capture the underlying qualitative richness of the data, enabling reliability and validity.

In the analysis, the research aimed to identify common themes among authentic leaders and endeavour to gain a deeper understanding of what informs these attributes to ensure that these have been grouped appropriately.

3.7 Limitations of the study

Most of the interviews were conducted in Johannesburg since it is the commercial capital of South Africa, so there is a risk of an area bias,making itimpossible to compare authentic leadership by region. Flexibility wasalso built into the research process, allowing for the interviews to take place at the interviewee's chosen venue but the assumption was that the geographic area was limited to South Africa. The reason behind the wide geographic spread is that authentic leadership principles are universal in nature and are not limited by physical boundaries. The interviewees held senior leadership positions, ideally at executive level, and were practising some form of authentic leadership, where awareness of self is a part of their leadership approach. The sample size was, therefore, limited by the size of our population. As this study focused on South African leaders, due to time constraints and busy schedules, it was difficult to interview a large number of business leaders.

3.8 Validity and reliability

Validity, according to Litwin (1995), involves the assessment of the research, in this case, interviews, and measures how well the techniques compare to the intended outcomes. Reliability is concerned with consistency in the research process (Litwin, 1995). In the sub-headings below, these concepts are elaborated.

3.8.1 External validity

The ability of the responses to the interview questionnaire to be generalised across the entire population, is influenced by the sampling method (Litwin, 1995). In this study, external validity was difficult to achieve to enable generalisation across the entire population, as use was made of a qualitative research method, where the sample size is too small and choice of the respondents is dependent on their availability to participate in the research. The findings provided valuable insights to the practice of authentic

leadership in general, making the findings transferable as opposed to externally valid (Marks & Yardley, 2004).

To maximise external validity, the aim is to make the sample size as diverse as possible and representative of the population.

3.8.2 Internal validity

Internal validity means that appropriate conclusions are being drawn from the research that the data provided as the research instrument adequately covers the study topic (Litwin, 1995).

In an effort to increase internal validity, the following measures were introduced:

- The interview questionnaire was semi-structured, ensuring that the respondents were all answering the same questions. In addition, the order of the questions was identical as well, for consistency purposes.
- Findings from the interviews were compared to current literature in this topic.
- The same definitions were applied to the research.
- The respondents were a representative sample of the population.

3.8.3 Reliability

Reliability is the ‘reproducibility or stability of data or observations’(Litwin, 1995). Litwin (1995)posits that reliability is ensured by the quality of the research instrument, in this case the interview questionnaire. This can be improved by ensuring that for a particular concept, more than one question is asked, worded differently, and is asked to ensure deeper analysis. Qualitative research is exploratory by nature, making it difficult to ensure consistency (Marks & Yardley, 2004). To mitigate against this, the study allowed for additional telephonic interviews to gain clarity in areas where necessary.

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

The findings from the study are presented in this chapter together with relevant findings from the literature. The results are based on the responses provided during the semi-structured interviews that were conducted with chief executive officers of leading South African companies. The questionnaire was similar for all the respondents and aimed at identifying the factors that they valued most in successful leadership practice.

Secondary research was based on the review of published journals on the various types of leadership forms, with special emphasis on authentic leadership. Various online databases and publications were used as part of the research gathering process.

The questionnaire was aimed at ensuring consistency in the research and included the following themes:

- Identifying a CEO's preferred approach to leadership (open-ended question).
    - Influences of the chosen approach (probe).
- Outlining leadership qualities that they value most in their teams and why (open-ended question).
- Definition of authentic leadership.
    - How authentic leadership is articulated in the leadership styles (probe).
- The setting of a company's vision and mission.

    - Outlining the review process for the vision and mission (open-ended question).
    - Frequency the reviews (probe).
- The personal management credo and leadership in practice (probe).
- Measuring successful leadership (open-ended question).
- Approach to grooming future leadership.
    - The process (probe).
    - Preferred qualities (probe).
- An assessment of the key leadership factors (open-ended question).
    - Integrity (probe).
    - Authentic knowledge of self (probe).
    - Organisational commitment (probe).
    - Building relationships (probe).
    - Morality & ethics (probe).

Authenticity in leadership is an important component in a CEO's armoury. The research aimed at assessing whetherthe literature on the topic aligns with what is practised in industry.

4.2 Demographic profile of respondents

A total of seven interviews were conducted with CEOs of leading South African-based companies. The group comprisedfive males and two females. The interviewees are leading some of the largest companies in the country and they are from different sectors in the South African economy.

A schedule of the interviews is included in Table 3.

Table 3: Interview Schedule – Chief Executive Officers

Participant	Participant Role	Date of Interview	Place
Sizwe Nxasana	CEO – First Rand Banking Group	20 May 2014	Johannesburg
Srinivasan Venkatakrishnan	CEO – Anglo Gold Ashanti	25 May 2014	Johannesburg
Mary Bomela	CEO – Mining Industry investment company	28 May 2014	Johannesburg
Nicky Newton-King	CEO – Johannesburg Stock Exchange	9 June 2014	Johannesburg
Craig Fitzgerald	CEO – Econet Wireless Group	22 July 2014	Johannesburg
Jamie Surkont	CEO–Electronic Tolling Company	11 April 2014	Johannesburg
Brett Kimber	Group CEO –African Oxygen (Pty) Ltd	12 June 2014	Johannesburg

4.3 Results pertaining to the proposition

The aim of the interviews was to determine whether the five key factors identified in leadership literature are consistent with what is practised by leaders in the business

world. Each of the business leaders was asked similar questions on various aspects of authentic leadership which were covered in the following format:

1. Definition of authentic leadership(Avolio & Gardner, 2005; George, 2003)(**Question# 4 in the interview questionnaire**)

2. Approach to leadership(William L Gardner et al., 2011; Fred O Walumbwa et al., 2008)(**Question# 1 in the interview questionnaire**)

3. Essential qualities required for successful leadership(George, 2003) (**Question# 3 in the interview questionnaire**)

4. Leadership planning: The corporate mission and vision setting process (George, 2003)(**Question# 5 in the interview questionnaire**)

5. The management credo, values and leadership in practice (Bass & Steidlmeier, 1999; George, 2003) (**Question# 6 in the interview questionnaire**)

6. Defining leadership moments (Shamir & Eilam, 2005) (**Question# 7 in the interview questionnaire**)

7. Measuring successful leadership(Avolio & Gardner, 2005; Bass & Steidlmeier, 1999)(**Question# 8 in the interview questionnaire**)

8. Views on leadership development(Avolio & Gardner, 2005; Berson, Nemanich, Waldman, Galvin, & Keller, 2006)(**Questions# 2, 9 & 10 in the interview questionnaire**)

9. Views on the key factors identified in authentic leadership literature(Avolio & Gardner, 2005; Bass & Steidlmeier, 1999; Camenisch, 1986; Eagly, 2005; Gardner et al., 2005; George, 2003; May et al., 2003; Shamir & Eilam, 2005)(**Question# 11 in the interview questionnaire**)

A detailed review of the data was then conducted with the aim of identifying patterns, themes and/or biases that related to the research topic. This included analysis of the

data developed from the clustering method to categorise the findings(Marks & Yardley, 2004). These clusters were then grouped to form common themes for easier analysis (Litwin, 1995).

Each theme was then labelled according to the story that it told. Supporting extracts from the interviews (e.g. quotations) were captured to substantiate the findings of the research (Leedy & Ormrod, 2005).

The data was grouped into six different themes to avoid overlaps and further outline similarities in the responses.

4.3.1 Definition of Authentic Leadership

Interview Question# 4:*How do you define authentic leadership and how is it articulated in your leadership style?*

The understanding of what it means to be authentic as a leader in an organisation is central to this research. The business leaders all had similar views in describing the essentials of leadership as outlined in the responses below:

Sizwe Nxasana, CEO of the First Rand Banking Group's definition of authentic leadership is 'being who you are'. He emphasised the importance of having an insight on the kind of person one is. In addition, he expressed the qualities of having 'self-control', 'self-discipline' and 'being reflective' as essential ingredients in the authentic leadership definition.Nxasana, a chartered accountant by training, is a board member at Business Leadership South Africa, a forum for South Africa's business leaders to exchange ideas on matters of current interest to the large companies of South Africa and other business bodies and to facilitate an effective business dialogue with government and other stakeholders.

Nicola Frances Newton-Kingwas named Business Woman of the Year in 2003; was a Yale World Fellow in 2006 and a World Economic Forum Young Global leader,has been CEO at the Johannesburg Stock Exchange since January 2012.She had been the Executive Director since 2000, and had been its Deputy CEO since 2003. Africa'slargest

stock exchange leaderalso sees authenticity in leadership as ‘being true to yourself and not modelling yourself to another person’.On the aspect of trying to be another person, Venkatakrishnan concurs and adds by stating as a matter of fact that ‘you will be found out’. It is worth noting that Newton-King is the first woman in the JSE’s history to be appointed to the position.

Srinivasan Venkatakrishnanhas recently been appointed as CEO at AngloGold Ashanti Limited, a global gold mining company and the world’s third-largest gold producer. Headquartered in Johannesburg, South Africa, AngloGold Ashanti has 20 operations on four continents. His view on this topic is that of simply being ‘honest and true to yourself’.Venkatakrishnan made headline news recently by announcing that a major portion of his salary will go towards contributing to educating five students at the University of Witwatersrand. When asked about this, Venkatakrishnan notes that it is his way of making a difference. This gesture, in my view, is an example of authenticity in action.

Craig Fitzgerald is the CEO, Econet Wireless Global Limited, a diversified telecommunications company with operations and investments in Africa, Europe, South America and the East Asia Pacific Rim.Fitzgerald has a slightly different approach to notions of authenticity in leadership. According to Fitzgerald, it is about ‘awareness and understanding where the business is and where it is going’. He feels that he is leading authentically in the way he channels resources and provides strategic guidance in the attainment of a particular goal. Understanding, according to the Econet CEO, includes having intimate knowledge about one’s abilities, choosing the most appropriate resource for a particular task and knowing when to step in when the need arises.

Mary Sina Bomela is the CEO at the Mineworkers Investment Company, a 100% Black-owned investment company established in 1995 by the Mineworkers Investment Trust (MIT) to create an sustainable cashflows for the benefit of mining, energy and construction workers as well as their dependants. This passionate MBA graduate defines authentic leadership as being honest in everything’. In addition, being ‘true to self’ and ‘setting expectations upfront’ are included in her definition.

Brett Kimber, MD/CEO, African Oxygen (Afrox) Limited, alludes to ‘leading by example, having credibility’. This seasoned leader has extensive global experience, having worked in three continents, within the Linde Group, Afrox’s majority shareholder.As a passionate South African, Kimber is passionate about developing leadership capability in this country and is a member of Business Leadership South Africa.

Jamie Surkont has theunenviable task of leading one of the most controversial tolling projects in South Africa, the company contracted by the South African Roads Agency (Sanral) to operate the Gauteng e-toll system. As CEO at the Electronic Tolling Company, he also views authentic leadership as ‘being who you are’, in addition to ‘knowing strengths and weaknesses’ and ‘being able to identify these in your team so that you can ensure that they begin to learn their limitations and skillsets’.

4.3.2 Approach to leadership

Interview Question# 1:*Briefly describe your approach to leadership.*

Leadership styles and approaches differ among leaders and there could be a number of reasons for this. In this study, the aim is to determine whether similarities exist in leaders practising authentic leadership. The participants were asked to state their preferred approach to successful leadership.

Kimber strongly believes in the value of delegation and empowering his staff to take more ownership for their responsibilities. According to Kimber, this approach has worked well for him; he is especially impressed with the Korean culture, where, according to him, the staff takeownership of an issue, carry out detailed analysis and come up with possible solutions, before coming to him for the final decision.This approach lends itself well to ensuring effective empowerment within the organisation. To emphasise his approach, Kimber says‘I delegate to the division heads because I don’t believe in making operational decisions as the CEO. I empower them to act, while my job is to drive change’. In the same vein of the aspect of empowering staff, Nxasana’s approach is that of taking the back seat and listening effectively. ‘I believing in listening to others’ inputs’, he states confidently. He further states, ‘Informed by my experience, I believe in working

with people, focusing on listening andempowering of future talent'. Venkatakrishnan seems to agree with empowerment also as an effective approach.

Another aspect that seems to come out clearly in his leadership approach is collaboration, partnership or buy-in. Mineworkers Investment Company's Bomela uses phrases like 'being inclusive, effective teamwork, listening to people's ideas & getting buy-in' to describe her approach.Nxasana contributes by stating, 'My approach is that of having a partnership in the team'. Other phrases used by the executives to describe their approaches include being 'consultative and open' according to Venkatakrishnan, while Surkont prefers 'gaining support'.Newton-King calls it 'cheerleading', when referring to getting the buy-in of the rest of the team. Fitzgerald prefers to be an inclusive leader. Leading a global group, this CEO drives the business through playing a co-ordination function while letting the various CEOs of the subsidiaries that report to him get on with the business of running their respective areas.

The last aspect on approach can be summarised as leading from the front.Venkatakrishnan points out that 'when there is crisis, I lead from the front'; this crisis management approach is corroborated by Bomela, 'I put a stake on the ground and say this is where we are going.' As if to further emphasise her belief in this approach, Bomela also states confidently, 'lead by example, set the tone'.

4.3.3 Essential qualities required for successful leadership

Interview Question# 3:*What leadership qualities do you value most in your team and why?*

The interviewees are successful business executives, running some of the leading companies in South Africa. The qualities that they look for in ensuring successful leadership in their organisations,provide valuable insight to the essential qualities of authentic leadership.

Table 4: A summary of leadership qualities as articulated by the interview participants

Name	**Preferred Leadership qualities**
Nicky Newton-King	1. Authenticity 2. High performance leadership 3. Leading by example:
Brett Kimber	1. Credibility 2. Hardworking 3. Taking ownership
Mary Bomela	1. Honesty, 2. Integrity 3. Proactive people with ideas – 'always putting up their hands' 4. Attitude 5. Potential
Craig Fitzgerald	1. Ability to analyse situations 2. Problem solving 3. Technical Competence 4. Communication skills 5. Motivated individuals who are able to motivate others
Jamie Surkont	1. Ownership – ability to know that they are responsible only escalate at the appropriate time. 2. Integrity 3. Respect
Srinivasan Venkatakrishnan	1. They should be more qualified that me so that they can challenge me 2. No egos 3. Team spirit 4. Hardworking 5. Committed 6. Dedicated
Sizwe Nxasana	1. Smart, hardworking people 2. Excellence in the performance of duties 3. Innovative ideas 4. Contribute to the success of the team 5. Appreciates diversity in its broad form.

The common theme in the leadership quality is that of integrity. The CEOs alluded to this in different ways, some called it ‘credibility’and others ‘honesty’, but the theme of integrity is an important quality that is required for successful authentic leadership.

Inaddition to integrity, Surkont goes on to add ‘Ownership, the ability to know that they are responsible only escalate at the appropriate time’. The Electronic Tolling Company CEO stresses the importance of ownership as a good leadership trait that is a vital component of authenticity in leadership. The *Oxford English Dictionary* defines the word ownership as ‘the act, state of or right of possessing something’. Surkont requires his leadership team to have a mind-set change in the way they run the business by assuming full responsibility for the operational success as well as any challenges that they face on a daily basis.Fitzgerald refers to this as ‘applying your mind’. In his leadership approach he relies heavily on his executive team to find solutions for problems in their respective areas, making this quality extremely important.

4.3.4 Leadership planning: The corporate mission and vision setting process

Interview Question# 5: *Briefly describe the process undertaken to set or review the mission and vision in your company.*

At the First Rand Banking Group, Nxasana prefers to focus on the strategic intent of the group as opposed to the traditional mission and vision. The Strategic Intent document broadly outlines the key pillars that each division should focus on. This compilation of this document is done at Strategic Committee level comprising the seven divisional CEOs and the process is led by the Group CEO.

The banking group’s vision is:

To be the African financial services group of choice, creating long-term franchise value and delivering superior and sustainable economic returns to our shareholders within acceptable levels of volatility*.*

At the newly incorporated Electronic Tolling Company, Surkont completed an exercise where his executive team met for a brainstorming session and came up with a vision for

the business. Similar to the First Rand Group, the CEO and his executive team were largely responsible for coming up with the vision statement for the next 10 years:

To be the best toll operator in the world.

At the Mineworkers Investment Company, this strategic review process takes place annually and Bomela describes it as a collective effort among the senior management team. The focus is aimed at ensuring that the financial targets are met so that all projects that have been planned by the Mineworkers Trust are executed successfully. The Mineworkers Investment Companyhas recently updated their mission to***:***

An investment company with good BEE credentialsas opposed to being a BEE investment company. The change maybe subtle but according to Bomela, the prioritisation of being an investment company first is important and ensures that they benchmark with the best in the industry.

At the Johannesburg Stock Exchange company, Newton-King prefers the collaborative approach as well, with her management team. The review process is annual and they take into account the following: the current events, lessons learnt and input from clients. According to the JSE website, the company's mission includes the following:

> [W]e connect buyers and sellers in a variety of different financial markets, namely equities, equity derivatives, commodity derivatives and interest rate instruments. We are the market of choice for local and international investors looking to gain exposure to the leading capital markets in South Africa and the broader African continent. The JSE also enables companies to access to both debt and equity capital.

African Oxygen's Brett Kimber emphasises the importance of all managers, (senior, middle and junior management level) in understanding the strategy and vision of the company. This is part of what he calls the battle plan, and it is therefore important that all his key soldiers understand what the organisation aims to achieve. Kimber believes that all activities undertaken in the business should always link back to the attainment of the

vision and all management should be able to make this connection. That way, he believes, there will be alignment with the organisation.

For Afrox, the vision is:

We will be the leading gases and welding products company,admired for our people by any measure, in sub-Saharan Africa.

At AngloGold Ashanti, the mission setting is a collective process that articulates objectives in a detailed manner and the reviews are undertaken annually. The process is led by Venkatakrishnan, the CEO, and although the plans are reviewed annually, there is an allowance to update them to suit the operational environment.

The mining giant's strategy is to produce '***Sustainable cash flow improvements and returns***', and this will be achieved through following supporting objectives:

- ***Focus on people, safety and sustainability***
- ***Optimise overhead, costs and capital expenditure***
- **Improve *portfolio quality***
- ***Ensure financial flexibility***
- ***Maintain long-term optionality***

Econet Wireless Global has a different approach. The company's strategic intent is set by the group's executive chairman, Strive Masiyiwa, and Fitzgerald is responsible for the driving the implementation of this strategic intent.

Econet vision:

To provide international standard telecommunication services to all the peoples of the world.

4.3.5 The management credo and leadership in practice

Interview Question# 6: *Do you have a personal management credo that you live by and if so what is it?*

The rationale for this question was to determine the values that guide the business leaders and see if there is any commonality in these.

Fitzgerald's comment when asked about a management credo is '…not one that I write on the wall'. He goes on to explain that his version of a management credo is a set of three underlying principles that he aims to live by:

1. **Respect everyone in the organisation**
2. **Enjoy what you do**
3. **See a future**

For Venkatakrishnan, his credo is simply:

Honesty: What you see is what you get.

LikeFitzgerald, Nxasana does not have a management credo. He too uses a set of principles and questions as a guide:

- ***What are your values?***
- ***What is your purpose***?
- ***What we do, how we conduct ourselves and what we say, determines our success.***
- ***Being fair at all times.***
- ***Working hard, being punctual and doing your bit.***

Bomela's personal guiding principles are as follows:

- ***Would you be proud to have the decision that you took published in the papers?***
- ***Whatever I do, I should be able to sleep at night.***

Kimber's management credo is simply:

- ***Responsibility and delegation of vision.***

For Surkont, it all comes down to:

- ***You have to believe in the work that you are doing in order to be successful.***

Finally, Newton-King's management credo is:

- ***Under-promise and over-deliver.***

4.3.6 Defining leadership moments

Interview Question# 7: *Is there a particular event or set of events that have defined your approach to leadership?*

Leaders are authentic to the extent that they act and justify their actions on the basis of the meaning system provided by their lifestories(Shamir & Eilam, 2005).

Bomela recalls two events that have defined her approach to leadership that made her to realise the importance of treating people with respect:

- ***I have worked for an ugly boss in the past and I vowed that I would never make another human being feel that way.***

- ***Previously I worked for one of the mining companies. The mining environment and culture was bad, it involved the use of vulgar language and treating workers like children. Mine managers would shout at the elderly underground staff in a belittling manner. Sometimes I would just think to myself, 'that person is probably a leader in his community'.***

Nxasana's defining moment is as follows:

- ***I qualified as a CA in 1987 and realised that there was a shortage of qualified black accountants. That led me to forming the Association of Black Accountants of South Africa, whose aim was to develop talent in the accounting profession. This experience pushed me into a leadership role. I***

am a shy, introverted person, but I had to come out of my comfort zone and play my part in bringing about development in the previously disadvantaged South Africans.

Venkatakrishnan does not have a particular event that he can attribute to his leadership approach, for him it is:

- ***My personal values, my upbringing, successes and failures have all combined to form my unique style of leadership.***

According to Kimber, it is his experience in working in South Korea that has been significantly defining:

- ***The Korean culture involves giving a challenge and the guys will come up with a number of solutions by themselves, all the leader has to do is choose the one that he deems most appropriate and they will execute.***

For Newton-King, there are specific events, for her it is a case of:

- ***Living life and following things that inspire you.***

In Surkont's case, there are a few notable events that he believes have formed his approach:

- ***The mentorship earlier on in my career during my articles of clerkship at KPMG…I received quality, personal attention*.**

- ***After articles I got a job in a global oil company that allowed me to gain experience in a global, multi-cultural environment from a young age. I was heading up a newly formed division and I had to chart my own way to achieve results.***

4.3.7 Measuring successful leadership

Interview Question# 8:*How do you measure successful leadership in your organisation?*

It is important to note that the measurement or tracking of progress is a vital process that provides the leader with an accurate status update on the company's health. How is successful leadership measured by these captains of industry? Kimber summarises his approach by stating that he looks at the 'changes made to position of the company for the long term'. Nxasana alludes to measuring leadership by focusing on the motivation levels of the followers, 'people being motivated by a common purpose'.

Newton-King agrees with the motivation aspect that Nxasana mentioned. In addition to that, she has three other factors that she tracks; 'retention, change management and the tracking of performance targets'. She explains that in change management, she means that she measures how a leader's followers respond to change. 'This is because change in our environment is constantand the tracking of performance should be standard practice for any competent leader'.

According to Venkatakrishnan, 'it is by the number of problems that are escalated to me, the fewer, the better. From the feedback, I can gauge if something is not right'. Venkatakrishnan's perspective is that if the leaders that he has appointed are managing successfully to solve issues without the need to escalate, that is a sign that they are performing their duties properly. Once too many issues are escalated within a short period, thisbecomes an indication that something has gone wrong.

According to Fitzgerald, Econet Wireless is a highly entrepreneurial company, with the founder, Strive Masiyiwa, still very active in the business and occupying an executive role as chairman. Entrepreneurship is very much part of the culture in this organisation, despite its global presence. Successful leadership is measured by how successful a leader is in taking an idea and converting it into a sustainable business or a product offering. For the business as usual part of the business, the technical metrics would then apply. These include KPIs, performance against budgets and retention rates, to name a few.

Surkontthrows the aspect of respect into the equation. According to him, the amount of respect that is given to a leader is a measure of how successful that particular leader is in their business. 'In addition to the qualitative and quantitative metrics, I would say

respect is an important measure of leadership success….the respect that the staff show each other and to line management is a very good indicator of leadership success'.

For Bomela, leadership success can measured by assessing 'the contribution to society, impact to society, e.g. measuring the numbers of graduates annually who are sponsored by the mineworkers bursary program'. For her, as CEO of an organisation whose primary focus is to generate enough income to fund developmental programs, the successful attainment of these objectives becomes an integral part of measuring success. In addition to this, Bomela states that the leader's ability to get people to work together towards a common goal is also a crucial measure.

4.3.8 Views on leadership development

Interview Questions# 2: *Are leaders born or made? What is your view and why*?

Interview Questions# 9: *How is succession planning implemented in your organisation?*

Interview Question# 10:*Do you undertake any form of leadership development training and if so what method to you prefer?*

At the Mineworkers Investment Company, leadership development is an important part of the company's culture. Due to the relatively small number of employees, Bomela prefers that each employee takes responsibility for their development with the company providing support. In addition, in order for the company to track development and performance within the business, assessments of key performance targets are carried outtwice a year.

Bomela believes that in leadership, there are inherent qualities that leaders have but good leadership can definitely be learnt.

The Johannesburg Stock Exchange CEO relies on mentorship programs on the job as a major form of leadership development. In addition, the company encourages management to engage in formal educational programs like MBA programs as a form of development. Born or Made? Newton-King's response is that there is an element of both.

At the mining giant, AngloGold Ashanti, Venkatakrishnan alludes to a good balance between formal and informal interventions. Informal interventions include on-the-job coaching and mentoring while in formal interventions, Leadership Development Plans are documented and tracked accordingly by the Human Resources division. According to Venkatakrishnan, ‘Leaders are made, period’.

Born or Made? Surkont believes it is a combination of the two. In the newly incorporated tolling operator, the Electronic Tolling Company, the CEO has recently begun the process by undertaking a skills audit of the 1 300-strong staff complement. The outcome of this process will determine the development initiatives that they will implement.

Fitzgerald considers the Econet group a young company even though it has been in operation for a little over 15 years. Most executives have been in the business since inception or a few years after, resulting in the institutional knowledge residing among a few people. Due to the vast expansion and growth that has taken place, especially in the telecommunications industry in Africa, Econet has not had an opportunity to formally implement a succession plan in the business. Future leaders are identified from the local talent pool of individuals who have been successful in managing a project or a business unit. These people are then developed by being given greater responsibility within the group. On the question of whether leaders are born or made, Fitzgerald’s view is that it is a combination of both.

For Nxasana, First Rand Banking Group is a much more established entity, and with a full armoury of leadership development initiatives in place. The CEO believes in combining interventions depending on the need. As the infrastructure is already in place, the challenge is for the bank to identify a set of interventions that would be appropriate for a particular leader. In addition, tools like the 360 degree performance assessments are done by all employees on a yearly basis and results are linked to remuneration. All employees are also required to complete personal development plans as part of the formal interventions. For Nxasana, the combination of inherent leadership qualities as well leadership training applies in the identification of talent.

Afrox's CEO views coaching, as well as the use of formal tools, as being most effective in developing the leadership talent pool. Being part of an international group, the company is able to leverage from the resources across the global businesses to ensure that the most appropriate intervention is undertaken for every potential leader identified within the structures. Born or Made? Kimber's response is definitely made.

4.3.9 Views on the key factors identified in authentic leadership literature

Interview Question# 11:*Each of the following are leadership attributes, briefly describe how you value each attribute and how you operationalise it, giving examples where possible:*

4.3.10 Integrity

For the Econet CEO, 'integrity is the foundation on which everything was built'. The Econet brand is still very closely linked to the founder, Strive Masiyiwa. As a result, his personal values and those of the company are closely aligned and have helped form a large part of the company's culture. Fitzgerald states that this is evidenced by Masiyiwa's stance on maintaining the utmost integrity in all business dealings, employees who do not display this trait usually do not last long in the company. The company operates in difficult markets and the telecommunications industry is a highly regulated environment with a high exposure to corrupt government officials. Despite the challenging environment in which the business operates, it has continued to grow at an amazing pace and this growth can be attributed to the high levels of integrity displayed by the company's employees in their business dealings.

Another business that operates in a complex regulatory environment is the First Rand Banking Group. For Nxasana, integrity is also very important, 'it allows forconsistency in the decision-making processes'. In an environment like the banking industry where a business's reputation will determine if it will sink or survive, the need to maintain a high level of integrity as a leader first and for the company's employees as well is very important. In dealing with the financial affairs of individuals, companies and governments, a banking CEO's level of integrity cannot be over-emphasised.

Integrity is rated highly by Mary Bomela. For her company that is managing the money to fund community projects for the country's poor miners, having and maintaining a high standard of integrity is vital. She actively encourages it among her team and for it to take hold and become part of the culture, she believes she has to lead from the front.

It is obvious that you have to be an individual of high integrity if you want be lead a company like the Johannesburg Stock Exchange. This highly complex business does not only have to ensure that its regulatory compliance requirements are fully met, it is in the business of monitoring and ensuring that companies that list on the exchange comply withthe onerous requirements, allowing them to raise funds from the public. Newton-King says, 'this is not in our values, we see it as integral to every aspect of our business'. She also mentions the aspect of being reliable and dependable as being part of the whole notion of integrity.

Venkatakrishnan's view on integrity is simply, 'being honest and true to yourself'. The mining industry has recently experienced numerous labour disputes and according to the AngloGold Ashanti CEO, the mining leadership have to be people who display high levels of integrity in order to win the confidence of the employees and take their respective to higher levels of success.

'It is important for sustainability', accordingly the Afrox leader, Brett Kimber. As the head of a JSE-listed company, whose valuation to a large extent is dependent on the CEO's integrity,Kimber maintains 'this is not in our values, we see it as integral to every aspect of our business', and this CEO is keen to leave a legacy of growth and consistent performance. According to him, integrity is a very important characteristic for him as a leader.

Surkont's views on integrity are similar those expressed by his fellow interviewees. He goes on to give an illustration to demonstrate the level of importance he places on this character trait. In his past employment, as head of the commercial unit, he was responsible for negotiating contracts. There was one particular situation where he was representing his company in a contract negotiation. After a long discussion, he came to an agreement with his counterpart and promptly returned to the head office to report the

results. His superior, however, was not happy with the terms of the agreement and asked Surkont to call the other party and inform them that the agreement they had reached was no longer valid. Surkont, in this instant, pushed back to this superiorbased on the premise that he had been mandated by the company to represent them in the negotiation and he truly believed that this was the best deal for the company. Going back to cancel the agreement would have seriously damaged his credibility and there would have been questions on his integrity. Surkont says he was prepared to resign in defence of his integrity.

4.3.11 Authentic knowledge of self

Understanding oneself and knowledge of one's strengths and weakness is important according to the business leaders interviewed for this study.

Jamie Surkont, CEO of Electronic Tolling Company, states that knowing his capabilities and limits helps him in devising strategies to meet challenges that arise. An example he provides is that of dealing with a difficult client. Knowing that he has a short temperinforms his decision to delegate the discussion with that particular client to an executive team member who is better able to handle that type of client. What Surkont reveals is that authentic knowledge of self can be used to overcome challenges in a more effective manner. The leader is able to place themselves in tasks where they will be most effective which leads to the most favourable outcome. According to Surkont, this becomes the best use of the leader's time.

The Afrox CEO, Brett Kimber, states: 'nothing always goes right so don't take everything too seriously'. This emphasises his belief that as a leader, one should always be ready for the unforeseen, even after a detailed planning process. For him, it is very important for the leader to have an intimate understanding of themselves.

Fitzgerald's view on this topic is that it is very important and goes further to add that a leader needs to authentically assess and know his followers as well. 'This is important because when giving someone an opportunity, they have to understand why they have been chosen and the leader also has to know why they chose that particular individual

as well'. Fitzgerald's point illustrates the importance of self-knowledge and in the delegation and allocation of tasks.

For Sizwe Nxasana, this mainly involves the process of taking time out to critically reflect on one's actions, responses and decisions regularly. This business leader reveals that he undertakes this process of self-reflection on a daily basis in the mornings at 04:00 while doing his exercise routines in the gym. He calls this time, his 'me time' and uses this time to review the events of the previous day and plan for the activities for the day ahead in solitude.

For the AngloGold Ashanti CEO, Venkatakrishnan, it is all about being open to feedback. He believes that if one consciously opens oneself up to receiving feedback, one will gain a better and more objective understanding of oneself.

Nicky Newtown-King's opinion is that knowledge of self is closely linked to consistency in one's actions. She says that 'you must not be one person in the morning and another in the afternoon'. Acting in a consistent manner at all times, according to Newton-King, is a good indication of a leader who knows themselves.

The Mineworkers Investment Company CEO's take on authentic knowledge of self is that it is a journey. 'This is a journey where age, situations and experiences help in articulating knowledge of self'. According toBomela, this is a continuous process.

4.3.12 Organisational commitment

Loyalty and commitment are the fundamentals required in successfully achieving the goals and objectives that have been set by the organisation. The need for commitment has been stated in leadership literature and this has been affirmed by the business leaders that were interviewed in this study.

Mary Bomela firmly states that:'There is no way you can lead without organisational commitment.' She believes that the leader has to completely buy in to the vision for the company in order to be successful.

Fitzgerald alludes to the alignment of a leader's personal values to those of the organisation. If there is alignment, success is assured.He goes on to add that alignment should also be attained in 'the way they do business and interact with customers'. For him, leading a company where the founder is still actively involved in defining the strategic direction of the business, the CEO needs to be in agreement with the founder's values as the brand is closely linked to this individual.

For Surkont, it is all about achieving balance. Commitment for him should not be linked to the organisation only but to other areas of a leader's life. For instance, one can judge an individual's level of commitment by the way he treats those close to him, his family. He believes that there is something called over-commitment, which is not good and not sustainable in the long run.

According to Newton-King, commitment for her is critical, 'absolutely critical,people should be passionate about the business'. She believes without commitment, the leader's energy levels to tackle challenges will be low, increasing chances of ultimate failure.

Nxasana's view on this topic is that organisational commitment is very important not just for the leader but for all the employees as well. He sees part of his responsibilities are ensuring that all employees are fully committed to the organisation. At the First Rand Banking Group, this involves first communicating organisational expectations to the employees, followed by measuring the key attributes and finally finding ways of dealing with non-compliance. For Nxasana, compliance and commitment are linked and therefore acts of non-compliance are a sign of lack of commitment and vice versa.

Venkatakrishnan says:

> Commitment is a highly valued quality. An individual should be able to help overcome the challenges that the company faces and this can only be achieved by a fully committed individual who is willing to go the extra mile to find those solutions.

Finally, Kimber's view on organisational commitment is that it is necessary for sustainability of the business.

4.3.13 Building relationships

Businesses comprise individuals who come together to produce goods or services that they can sell in the market for a profit. The *Oxford English Dictionary* defines the word relationship as 'the way in which two or more people or things are connected, or the state of being connected'.

According to Venkatakrishnan, building relationships is all about being transparent. He believes that one should be able to be transparent and pull down silos in order for the relationships between the leader and his followers to be successful.

Bomela categorises the building of relationships into two parts. Internally, it involves finding ways of getting team members to work together for the successful attainment of goals. Externally, in her particular organisation, there is a need for stakeholder buy-in before investments are made. These relationships are crucial for the success of the organisation.

Nxasana brings in the aspect of communication. He emphasises that communication is the most critical part of any relationship-building exercise. For him, keeping an open door policy and utilising the various communication channels available ensures that the continuous process of building and maintaining relationships takes place.

Fitzgerald sees the building of relationships as being a very important part of successful leadership. According to the Econet CEO, most businesses in the telecommunications industry are selling similar product offerings. Differentiation is the key for Fitzgerald and this can be achieved through relationships with customers. 'It is a lot easier to do business with someone you can relate to and based on past experiences, you have more confidence in continued future success,' he says.

It is all about people for Kimber. 'People work with other people to achieve objectives; people buy from people.' As a result, the need to nurture people relationships is

important for him. He aptly adds, ‘like a conductor in an orchestra, working together is important for harmony’.

‘It is not about just having an interesting rolodex; client value should be the focus, because you have done something valuable.’These are the views of the JSE CEO, Nicky Newton-King.

Surkont echoes Kimber’s sentiments, by stating that it is always about the people. For him as well, the successful building of relationships is vital.

4.3.14 Morality

The need for ethical leadership is a topic that has gained prominence as a result of questionable business practices by some leaders of companies as has been reported in the media(May et al., 2003).

As far as the First Rand Bank CEO is concerned, morality is about how leaders conduct themselves as individuals on a daily basis. On the issue of morality, the results always speak for themselves. He says that a person can always claim to be moral but these claims can be verified by analysing the outcomes of that particular individual’s actions.

‘It is practising what you preach’, states Venkatakrishnan. The AngloGold Ashanti CEO’s views are basically building onto Nxasana’s views on alignment between actions and the intentions that one outwardly articulates.

Kimber warns that behaviour that is immoral will always be uncovered and one cannot manage to hide forever. The Afrox CEO sees morality in leadership as being very important because, according to him, people will always follow what the leader is doing. This is part of the whole notion of leading by example and leading from the front. Kimber adds that a leader’s actions contribute greatly to that particular organisation’s culture.

According to Fitzgerald, morality for a business leader involves ensuring that the particular business takes part in the development of that particular community from where revenue is generated. The Econet CEO says that the launch of the Econet

Foundation was aimed at fulfilling that particular objective, assisting in building the communities in which the company does business.

For Newton-King, morality is part of integrity. The two are intertwined. The JSE CEO adds that ‘It’s about how you treat colleagues and clients’. She concludes by stating that there should be alignment between a leader’s moral values and the type of company that they are trying to build.

Mary Bomela introduces the aspect of Ubuntu into the discussion. The Mineworkers Investment Company CEO states that morality is like equating Ubuntu to the ‘each man for himself and God for us all approach’. She also adds that it is about an individual being true to themselves.

Jamie Surkont simply sees morality as knowing the difference between right and wrong. According to the Electronic Tolling Company CEO, a moral leader should strive to act and contribute positively to the successful performance of the business without compromising any of the ethical values that have been adopted by that particular community in which the business operates.

CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

The analysis and the discussion of the results follows a similar structure and format to the questionnaire that formed the basis of the interviews with the business leaders. This assists the reader in providing the ideal context from the recommendations. Authentic leadership tries to address the need for challenges of declining hope and confidence in corporate leaders (Sparrowe, 2005). Ilies et al. (2005)add that it is a free and natural expression of core feelings, motives and inclinations. In the discussion that follows, a comparison with the responses of the interview participants is undertaken to determine if there is alignment between the literature and industry practice.

Research literature agrees with the portrayal of an authentic leader as confident, hopeful, optimistic, resilient, moral/ethical, future-oriented, and gives priority to developing associates to be leaders(Avolio & Gardner, 2005; Avolio et al., 2004; Bass & Steidlmeier, 1999; Neider & Schriesheim, 2011; Shamir & Eilam, 2005). During the course of the research, the participants did exhibit some of these traits. Judging from the way they enthusiastically answered questions and passion displayed in developing and ensuring economic success, authenticity was displayed.

An analysis of the key factors required for the successful practice of this form of leadership is critical in understanding what type of leader is required to restore confidence in the way corporates are doing business. This chapter we discuss the results presented in Chapter 4 with reference to the literature review discussed in Chapter 2.

5.2 Discussion

5.2.1 Authentic knowledge of self

Self-awareness is a component of authenticity and it refers to one's awareness of, and trust in, one's own personal characteristics, values, motives, feelings, and cognitions(Ilies et al., 2005). In assessing this component, one of the questions posed to the interview participants was for them to articulate, in their own words, what authentic leadership is. As indicated in the previous chapter, without referring to any literature, these leaders

were on the mark. The First Rand CEO alluded to ‘being who you are’, while interpretation of ‘being honest and true to yourself’ from Venkatakrishnanis also in alignment with leadership literature. Ilies et al. (2005)seem to concur, stating that knowing oneself and being true to oneself are essential qualities of authentic leadership. Adding to the discussion of self, George (2003) stated that being yourself involves being the person you were created to be and not a persona. Newton-King, CEO of the Johannesburg Stock Exchange, warns against modelling oneself on others. Self-awareness discloses the leader’s unique purpose: To find one’s purpose, one must first understand oneself, which includes one’s passions, as well as the underlying motivations(George, 2003). What is purpose? Kouzes and Posner (2006)prefer to refer to it as finding one’s voice.

Awareness of self has another component: that of being aware of one’s strengths and weaknesses as well as being in touch with one’s emotions and personality(Ilies et al., 2005). For Nxasana, he accomplishes this by taking time out to reflect on a daily basis, while for the CEO of AngloGold–Ashanti relies of feedback and active listening. In addition to knowing your strengths and weakness, Surkont of the Electronic Tolling Company states that knowledge of his follower’s strengths and weakness is also vital. It ensures that the whole team begins to learn their limitations and build on their skills. Authentic leaders are aware of their own vulnerabilities and openly discuss them with associates(Avolio & Gardner, 2005).

Awareness also extends to followers, in order for authentic leadership to be legitimate. Followers evaluate leaders in terms of the consistency with which leaders behave in ways that are consonant with their core values or guiding purposes(Sparrowe, 2005).

5.2.2 Commitment

According to Ilies et al. (2005)authentic leaders are more likely to experience unconditional trust as they interact with followers with openness and truthfulness and earn their confidence in part because of shared values and repeated behavioural interactions. In other words, leaders can expect to gain commitment from their followers based on the fact that they are practising the authentic form of leadership.

The CEOs interviewed seem to agree with this notion. At Econet Wireless, the company operates in the highly competitive telecoms industry. For Fitzgerald, in the entrepreneurial environment, employees who are committed to the values and the mission of the business are highly valued and more likely to succeed and thrive in the competitive environment. For Mary Bomela, CEO at the Mineworkers Investment Company, she cannot imagine how successful leadership can take place without organisational commitment. Srinivasan Venkatakrishnan, CEO of AngloGold Ashanti, values commitment greatly. According to him, it is a tool that should help overcome challenges that the company faces. The mining industry in South Africa has been facing serious challenges and as a leader of one of the leading gold mining companies, the third largest in the world, he not only values total commitment from his followers but sees it as critical for survival. Leaders influence followers through self-concepts as made evident in the stories they tell about themselves: this is the autobiographical approach (Shamir & Eilam, 2005).

For Brett Kimber, the Afrox CEO, organisational commitment is necessary for an enterprise's sustainability. The largest and most important resource in an organisation is the people. As mentioned earlier, it is all about the people.

5.1.1 Building Relationships

In order for leadership to occur, there has to be a relationship between a leader and the followers(Shamir et al., 1993).Authentic followers reinforce the leader's authenticity (Shamir & Eilam, 2005). For Bomela's small team, it is critical for the unit to have close working relationships. She says it makes the tasks that much more bearable. The values of the leader, argueGiesecke and Maxey-Harris (2013),in the area of relational perspectives of authentic leadership, is weakest in helping leaders address issues of diversity, where values between leaders and followers differ. Shamir and Eilam (2005)state that followers will follow the leader for authentic reasons because they share the leader's beliefs, values and convictions, the leader's concerns, and the leader's definition of the situation rather than because of coercion, normative pressures or the expectation of personal rewards. That alignment is very important to Venkatakrishnan;

he believes that the leader should be able to be transparent and pull down silos. By opening up, the leader benefits because trust is built.Authenticity on the part of leaders influences not only leaders' own well-being, but also influences their followers' well-being(Ilies et al., 2005). In Kimber's case, he uses the conductor in an orchestra analogy to illustrate his point. The leader becomes the conductor and the followers are the members of the orchestra who work together to ensure harmony.

The issue of trust in the leader-follower relationship is vital for the success of both parties. At Econet Wireless Global, the culture lends itself to trusting relationships. The chairman is the innovative entrepreneur who is always coming up with innovative ideas to expand and grow the business. He has left the task of implementation and turning those ideas into divisions or profitable product lines within the global telecommunications giant to Fitzgerald and his executive team. This setup takes a lot of trust for it to be successful. Ilies et al. (2005)call it relational authenticity and these relationships should lead to the development of trust and also lead to positive and meaningful relationships. Authentic leaders must obtain 'buy-in' from their followers, and positive outcomes occur when followers can identify with these values (Giesecke & Maxey-Harris, 2013).

5.2.3 Integrity

True leadership must allow for the interaction that challenges followers and leaders to become better people(Camenisch, 1986). They are fully engaged both in their own self-actualisation and in using their virtues, talents and skills in the service of the greater good(Shamir et al., 1993). Integrity is part of the culture at the Mineworkers Investment Company. The nature of the work that they do, that of generating income to fund projects related to the development of the mining communities, is a very noble vocation. Venkatakrishnan is highly appreciative of the work that Bomela is doing for the mining industry. All investment decisionmaking should not be just about getting the best returns but should align with the mandate of the Mineworkers Trust. The nature of investments lends its self to complex financial models and requires a person of great integrity to take the mineworkers' pension contributions and utilise them for the greater good without muddying the waters. Bomela says that to join her team and to strive in their environment, one has have integrity.

Leadership is a eudaimonic (being true to one's self) activity for authentic leaders (Shamir & Eilam, 2005). This occurs when people's life activities are congruent with their deeply held values. For Nxasana, integrity in leadership is all about consistency in decision making. What they say is consistent with what they believe, and their actions are consistent with both their talk and their beliefs, therefore they are characterised as having a high level of integrity(Shamir et al., 1993). Nxasana adds that it should be predictable which way the leader will chose to take, based on known beliefs and values. According to Surkont, it is critical for the success of any business. Venkatakrishnan alludes to being honest and true to oneself.

Unbiased processing is at the heart of personal integrity and character, and character and integrity not only influence leaders' decisions and actions but also have implications for their own well-being(Ilies et al., 2005).

M. E. Palanski and Yammarino (2007)categorise integrity into four parts and using their model, this section of the study endeavours to compare the findings from the interviews to this model.

5.2.4 Integrity as a consistency of words and actions

According to M. E. Palanski and Yammarino (2007), in authentic leadership, there should be a match between the leader'swords and actions. The First Rand Banking Group CEO agrees with this notion; he goes further by ensuring consistency in his decision-making processes.

5.2.5 Integrity as a consistency in adversity

In challenging times, it is tempting to take the option of least resistance. According to Venkatakrishnan, this is where one relies on one's values for direction and guidance. For this successful CEO, times of adversity are times that test one's authenticity.

5.2.6 Integrity in being true to oneself

The Mineworkers Investment Company CEO summarises integrity as being true to oneself. The CEO of AngloGold Ashanti agrees that this definition adds the characteristic

of being honest to Bomela's definition. Generally, all the interviewees were in agreement in having integrity as an important characteristic in attaining success in leadership.Surkont, CEO of the Electronic Tolling Company, says integrity is what defines a leader and differentiates good leaders from the bad ones who are always chasing profits at all costs.

5.2.7 Integrity as moral or ethical behaviour

For the JSE CEO integrity and morality are part of the same whole.

5.2.8 Morality

Camenisch (1986)states that moral leadership needs to go beyond the levels of trying to just avoid violating the law. Simply complying with the minimum requirements of the law is not being authentic. The leader should choose and be able to exhibit similar traits in a different situational setting in order for the leadership practice to be called authentic. That consistency is essential. Nxasana, CEO at First Rand Banking Group, views morality as how the leader conducts themselves as a person in the absence of any external influences. Morality comes from within the individual and these actions can be seen externally by the choices of the individual (Wright & Quick, 2011). Zhu et al. (2011)says that authentic moral action is the consistency between moral intention and moral action without being influenced by organisational factors, such as financial resources and organisational rewards systems.On the aspect of moral action, Kimber, CEO of Afrox, states that a leader's moral actions affect the greater organisation because of the influence that the leader has over the followers. Followers tend to copy what the leader is doing.

Moral identity is defined as the degree to which individuals identify themselves as being a moral agent and also how their identity influences their self-concept (Zhu et al., 2011). According to Fitzgerald, CEO of Econet Wireless Global, the organisation that he leads has positioned itself as a moral agent and as a result, they ensure that they are involved in solving community challenges in the environment in which they do business. An example of being a moral agent is the issue of a cholera outbreak that affected sections of Zimbabwe some years ago. Because Econet is the biggest company in that country,

they felt it their duty to assist in arresting this disease. Besides the obvious financial contributions to help provide medical assistance to those suffering from the disease, Econet was innovative by using their technology platform to prevent further outbreaks. By circulating text messages to their subscriber base in that country, the company was able to assist the government to communicate the causes of cholera and the preventative measures that the people could employ to avoid infections. These messages includedadvising people on ways of ensuring cleanliness, washing of hands at all times and boiling water before drinking it.

In addition to this, Econet also saw the need to keep the people informed to avoid unnecessary panic; customers were kept abreast of the latest statistics on the number of infections and the affected areas as well. This cemented the local community's view of Econet being a caring partner in the community, says Fitzgerald. According to Camenisch (1986), this is an example of leadership in morality by business which he says should go together with moral leadership.

Other notable examples that fall under the definition of morality by business, as outlined by Camenisch (1986), include the business ensuring that its tax obligations are calculated in a proper manner and settled accordingly.

The business should try as much possible to employ the local people in the community in which it is doing business and it should also avoid polluting the environment by applying compliant business practices. In these situations, the authentic leader is seen as a moral agent (Neider & Schriesheim, 2011). The leader influences the level of moral business practices that an organisation adopts and therefore it is very important that these traits are encouraged in leaders. Avolio and Gardner (2005)point out the benefits of developing authentic leaders because of its effects on followers and it may also contribute towards the development of authentic followers. Authentic transformational leaders will not compromise their moral values, but rather use them to engage followers inreassessing their own moral values and perspectives(Bass & Steidlmeier, 1999). For the CEO of the Electronic Tolling Company, morality is about what he calls 'practising what you preach'. According to JSE CEO, Newton-King, a leader's values should

bealigned to the organisation that they are trying build. She explains further by stating that this alignment will ensure that the organisation stands a better chance of being successful in the ventures in which it engages. For the Mineworkers Investment Company CEO, it is all about being true to oneself, which aligns with Newton-King's views.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

In this chapter, a conclusion on the findings in this study is presented in the form of a summary of the key leadership factors identifiedin leadership literature and that have been tested with successful captains of industry in South Africa.The authentic leadership model has been utilised as the basis for this study to expand on what constitutes the characteristic of being a ‘grounded’ leader in relation to the Kriek Leadership Development Framework.

To recap on the structured approach of the study, the researcher began by utilising the co-constructing approach of combining academic theories and input from leaders in organisational practice to come up with a model that can be used as a basis in analysing a key characteristic outlined in the Kriek Leadership Development Framework.

The framework posits that through utilising the appropriate tools and techniques and a combination of customised models, research literature and multiple learning modes, this process aims at producing leaders that are able to exhibit the following characteristics:

- Continually engage in a process of reflection to gain greater self-awareness.
- Actively collaborate with followers in an aim to develop future leaders. An aspect of an authentic leader is one who develops followers to become authentic leaders themselves (Avolio & Gardner, 2005).
- Inspires followers and is able to convince followers to buy into his or her vision. In addition this, the leader is able to convert that vision to reality through the pursuit of excellence by a committed followership.
- In a highly complex operating environment with multiple challenges, the leader is able to prioritise and achieve results despite the complexity in the environment.

- The ability to key an eye on the big picture at all times, despite all the noise that is taking place, is an important characteristic for effective leadership.

- The ability to contextualise issues is critical for success in decision making. A leader should be able to accurately analyse issues and be able to separate emotions from the facts and make decisions based on the facts and the context. In addition, being aware of the competitive landscape and having insights on the structure and direction of the business environment will ensure success.

- Leaders who are grounded are said to be free from pride, selfless, do not seek self-glory and are authentic.

The focus of the study is the last characteristic listed in the Kriek Leadership Development Framework; being a 'grounded' leader. The study attempts to expand on this characteristic using the co-constructed model. The co-constructed model comprises academic research on the theory of authentic leadership. The authentic leadership model was chosen as being the most appropriate because leaders that were exhibiting characteristics of authentic leadership aligned closely with the characteristic of being a grounded leader. Authentic leaders are selfless although they engage in self-awareness, they possess clarity of vision, are optimistic, have hope, are focused, they have a purpose that they aim to pursue diligently and they develop followers to become authentic leaders themselves. In addition to academic research, successful business leaders were interviewed to gain input from leaders that are engaged in organisational practice. These insights were very valuable in contributing to the study. The key factors required for the practice of authenticity in leadership that have been identified through the review of research literature by scholars in the subject have been verified by various industry leaders in South Africa, for practical purposes. The outcome was a balanced co-constructed model that brought our key factors that are proposed to be sufficient to explain the characteristic of being 'grounded'.

Literature on the subject of authentic leadership has gained traction in recent years as the need for a new type of approach to leadership required to meet new challenges

grows (Avolio & Gardner, 2005; Eagly, 2005; M. Palanski, Simons, & Treviño, 2011; Fred O Walumbwa et al., 2008). Although we have seen different definitions of this subject by the various researchers (Avolio & Gardner, 2005; Fred O. Walumbwa et al., 2011;Zhu et al., 2011), the majority of the literature lists similar characteristics required for authenticity in leadership.

6.2 Conclusion of the study

Based on leadership literature, in the study, authentic leadership is defined as:

> Leaders who are deeply aware of how they think and behave and are perceived by others as being aware of their own as well as others' values. (Avolio & Gardner, 2005; Kernis, 2003; Zhu et al., 2011).
>
> They lead with purpose, meaning, and values, building enduring relationships, have integrity, are self-disciplined and are dedicated to developing themselves and their followers (George, 2003, p. 12).

In the literature review, the study has validated this definition and has gone further to identifying the various factors that, combined, will constitute what it means to be an authentic leader. Additionally, the sevenCEOs interviewed as part of the study agree with the definition as well. According to Sizwe Nxasana, the First Rand executive, authenticity is about 'being who you are', being reflective and 'having self-control'. The Kriek Framework states that leaders who have been developed in alignment with the framework will naturally embark on a reflective journey, which is similar to Nxasana's view of authenticity. For Venkatakrishnan, it is all about 'being honest and true to yourself'. Fitzgerald emphasises 'awareness and understanding where the business is and where it is going'. This aspect aligns with the characteristic of contextual awareness in the Kriek Development Framework.

As a result, the study shows that this definition of authentic leadership is all-encompassing, covering the definition according to leadership scholars and including the views of leaders in industry who have valuable practical experience. Further,we propose

the co-constructed definition as an adequate definition for use in future studies in the subject.

In order to articulate what it means for a leader to exhibit the characteristic of being ‘grounded’ as stated in the Kriek Leadership Development Framework, the study has brought out a recurring theme and has enabled the researcher to identify key factors that can be used for this purpose.

The key factors that have been identified based on academic literature in authentic leadership and confirmed by some of the successful CEOs running the leading companies that are primarily based in South Africa, are summarised below.

6.3 Authentic Knowledge of self

At the heart of authenticity, the requirements for self-reflection (Shamir & Eilam, 2005), critical analysis to identify one’s strengths and weaknesses (Sparrowe, 2005) and identification of one’s purpose (George, 2003) is critical for the practice of authentic leadership. As the study has clearly shown, the respondents are in total agreement with academic theory in this instance. When demonstrating how the process of reflection is carried out in a practical way, Nxasana revealed that he utilises the time he spends in the gym, early in the morning, for purposes of reflection. He prefers to take this personal time to reflect on the current environment, assess past performance and plan for the day ahead while he brain is still fresh. The Kriek Leadership Framework has stated this process of gaining self-awareness as embarking on a reflective journey.

6.4 Commitment

According to Brett Kimber, African Oxygen CEO, commitment is necessary for sustainability of a company. He states the need to ‘lead by example and havingcredibility’. For this leader, it is important to show commitment to your followers. Avolio and Gardner (2005)state that in order for authentic leadership to take place, there have to be authentic followers who trust the leader and are committed to the leader’s vision. In the Kriek Leadership Framework, this is expressed as inspiring action and the pursuit of excellence. Inspired followers are most likely to be committed to the leader’s

vision,resulting in success. Again, the study clearly shows alignment between scholarly literature, the Kriek Framework and leaders' insights who are in industry. George (2003)saysthat having a committed workforce is a competitive advantage that will ensure a business's success in the global economy. According to Mary Bomela there is no way to lead without commitment.

6.5 Building relationships

In order for successful leadership to take place, there is a need for followers that are trustworthy and have a transparent relationship with their leader (Shamir & Eilam, 2005). Mary Bomela is about forming effective partnerships with her followers as a way of fostering an environment of trust. She says that she aims to get 'buy-in'. This theme is corroborated by the other business leaders: Surkont refers to 'gaining support' from his team while Newton-King calls it 'cheerleading'. Apart from building relationships with followers, the leader has to consider all his or her constituents and ensure that positive, win-win relationships are established as well (George, 2003). This is the environmental awareness that is mentioned in the Kriek framework. A leader should be aware of the current environment. According to Kimber, this is a requirement for making relevant decisions and it provides the leader flexibility to adjust the strategy to suit the environment where necessary.

6.6 Integrity

Nxasanaunderstands integrity as having consistency in the leader's decision-making processes. By following a set framework, the leader is able to show integrity which is critical for fostering trust with followers (Sparrowe, 2005). Leading an organisation as vast and complex as the Johannesburg Stock Exchange company is demanding and for Newton-King integrity is critical as the success of her business is built upon perception. If investors believe that the JSE leadership does not have integrity, billionsof rand in foreign and local investment will leave the country and be invested elsewhere. Kimber puts it into perspective when he says,'it is not in our values, it is an integral part of our business'. According to George (2003)it is the backbone of all successful leadership.Kernis (2003) and Ilies et al. (2005) are in agreement with the perspectives of

the business leader by alluding to a positive correlation between trust and integrity.The outcome was a balanced co-constructed model that brought out key factors that it is proposed are sufficient to explain the characteristic of being ‘grounded’.

6.7 Morality

Zhu et al. (2011)include the requirement for a leader to have a personal value system as a foundation and a guide when making difficult decisions. An authentic leader is expected to draw from their value system in their decision-making processes. Srinivasan Venkatakrishnan, CEO at AngloGold Ashanti, one of the participants in the study, has displayed one of the most admirable acts of moral leadership in South Africa. Venkatakrishnan, as he prefers to be called, has taken the extraordinary step of taking a sizeable portion of his salary and donating it for the education of underprivileged students who are children of the mine workers. According to this generous CEO, it is the right thing to do. He believes in ‘practising what you preach’ and this is his way of showing it. For Kimber, immoral behaviour is unsustainable, ‘you will always be discovered’ he warns of the consequences of immoral acts. Morality is a question of distinguishing right from wrong (Bass & Steidlmeier, 1999), a view that is shared by Jamie Surkont. For him, leaders should measure themselves against their value system to determine if something is moral or immoral.

6.8 Suggestions for further research

Leadership research has gained traction and is enjoying increased focus in the turn of the century (William L Gardner et al., 2011). The increased attention on authentic leadership is encouraging. Avolio and Gardner (2005)state that authenticity in leadership enables leaders to question themselves continuously and make an effort to develop future leadership equipped and confident enough to face the challenges of the 21st century. Having defined authentic leadership in this study, followed by the operationalisation of certain dimensions of authentic leadership will assist in shaping future programs of research aimed at understanding the outcomes of authentic leadership. This study has shown that the authentic leadership models, although still

evolving, are sufficient in explaining and expanding on the ‘grounded’ characteristic in the Kriek Leadership Development Framework.

Further research on the othercharacteristics outlined in the Kriek Leadership Development Framework will enhance the model and provide new insights, thereby ensuring that this model is an effect tool for developing future leadership that is required to ensure that the current leadership challenges in the business environment are adequately addressed.

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APPENDIX A

Dear Participant

I am a final year MBA student at the Wits Business School and am currently working on my research report. The topic I have chosen relates to the area of authentic leadership and aims at identifying key components on this form of leadership from authentic leadership literature. These components will then be tested for validity and practicality with business leaders in South Africa. An interview questionnaire will be used to guide discussions and the interviews will be semi- structured, meaning that the participants are free to expand in their responses and provide examples where possible. That way, I intend to gain more insights on the identified components.

The specific information provided by each leader will be kept confidential and the analysis that follows, will be used for purposes of this research only as part of my MBA research report. I am, therefore, requesting your assistance with my research by taking time from your busy schedules to sit in an interview and provide your views as part of the research process. I would appreciate your assistance in this regard and look forward to your most favourable response.

Should you want further clarification please do not hesitate to contact me or my research supervisor using the contact details provided below.

Thanking in advance for your assistance in my research.

APPENDIX B:

Interview protocol

The researcher will begin the interview by introducing himself and explaining the aim of the research. The researcher will request permission from the interview participant to use the information provide as part of the researcher's finding in a research report. It will also be explained in the beginning that any information shared by the interviewee will be in the public domain as it be used in a research report. In addition, permission will be requested from the interview participants for their identity to be revealed and this will provide credence to the research findings.

In an attempt for ensure consistency in the research, the research problem will be read out to each participant and a brief background to the research will be provided.

Interview questionnaire

Question One will focus on understanding the participant's preference to approach in leadership. This is critical in understanding the interviewee's style of leadership.

1. Briefly describe your approach to leadership.

Question two aims to gain insight on the interviewee's views on leadership development. The assumption is that based on the leader's perspective, their approach or need for leadership development will be different (Avolio and Gardner, 2005).

2. Are leaders born or made? What is your view and why?

As has been shown in the literature review (Zhu et al., 2011) authentic leaders aim to develop authentic followers. So qualities that they look for in their followers are usually qualities that they themselves display.

3. What leadership qualities do you value most in your team and why?

Question three attempts to ensure that the participant's views are relevant to the research. Should the participant's views on authentic leadership be radically different from the definition provided in the research, their inputs will be not be used in this research.

4. How do you define authentic leadership and how is it articulated in your leadership style?

Question five closes aligns with the first question. The aim is to understand the participant's approach to leadership.

5. Briefly describe the process undertaken to set or review the mission and vision in your company.

Question six seeks to understand what informs the participant's leadership approach, if any.

6. Do you have a management credo that you live by and if so what is it?

Shamir and Eilam (2005) posit that leader's approach to leadership is formed by the experiences and events that a leader encounters along one's life journey. This question attempts to explore this and aims to gain insights from any events that these leaders have encountered in their journeys.

7. Is there a particular event or set of events that have defined your approach to leadership?

If something is not measured, it cannot be managed. Question eight aims to gain insight on the leader's techniques of ensuring successful leadership.

8. How do you measure successful leadership in your organisation?

Question nine is aimed at unpacking leadership and leader development of followers.

9. How is succession planning implemented in your organisation and what are the key attributes you look for in your future leadership?

Question ten attempts to identify the most preferred type of leadership development in industry.

10. Do you undertaken any form of leadership development training and if so what form to you prefer?

Question 11 aims to unpack the key components identified in the literature review of authentic leadership.

11. Each of the following are leadership attributes, briefly describe how you value each attribute and how you operationalise it, giving examples where possible:
    a. Integrity.
    b. Authentic Knowledge of Self.
    c. Organisational Commitment.
    d. Building Relationships.
    e. Morality.

APPENDIXC: Consistency matrix

Research problem: An analysis of authentic leadership literature was undertaken with the aim of identifying keys components that leaders who practise authenticity in their approaches have in common. The aim was that these factors combined would form the basis of being grounded in the Kriek Leadership Development Framework.					
Problem	**Literature Review**	**Hypotheses or Propositions or Research questions**	**Source of data**	**Type of data**	**Analysis**
Identify factors that are common in leaders practising authentic leadership	(Avolio & Gardner, 2005) (Bass & Steidlmeier, 1999) (Camenisch, 1986) (Gahl, 1984) (Kouzes & Posner, 2006) (May et al., 2003) (Shamir & Eilam, 2005) (Sparrowe, 2005) (Fred O Walumbwa et al., 2008) (Zhu et al., 2011)	What are the key factors that should be included in a grounded leadership model for corporate leaders in corporate South Africa?	Semi-structured interviews	Qualitative data	Thematic and content analysis