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WOMEN LEADERSHIP DEVELOPMENT IN THE CITY OF JOHANNESBURG

BY

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A research report submitted to the Faculty of Commerce, Law and Management at the University of the Witwatersrand in partial fulfilment of the requirements for the degree of Master of Management (in the field of Public and Development Management)

DECEMBER 2015

ABSTRACT

The notion of women empowerment in South Africa is steadily gaining momentum and recognition. The country has dedicated the month of August as "womens' month" and the increased visibility of women in parliament are some of the gains made by government. However, it remains unclear what happens in the other spheres of government regarding the promotion of women and their development. This study examined the local government context by exploring the leadership development of women. The focus of this study was on the City of Johannesburg metropolitan municipality. The City of Johannesburg states that its mission is to be a "World Class African City of the Future". Human capital and leadership therefore becomes imperative in attaining the mission and delivering effective and efficient services to the citizens of the City of Johannesburg.

This study is aimed at exploring the leadership development of women in the City of Johannesburg. The focus of the study was on their development into leadership roles. A qualitative research was carried out and data were collected using semi-structured interviews and documents as secondary data.

This study revealed that there was relatively good representation of women in the Members of the Mayoral Committee: there was a 50/50 gender split within the committee. However, there was a low presentation of women in other levels. Nevertheless, the focus of the study was not entirely quantitative but it was also qualitative in relation to the development of women into leadership roles. The study found that there was leadership development of employees where women were given preference over their male counterparts with regard to the intake on the programmes. Apart from the programmes held at Wits Business School, there was nothing internally which was focused on the development of women in leadership structures. This highlighted the fact that the City needed to do more in developing women. Despite this knowledge, this study revealed that policies in

the City when effectively used can help in the development of women into leadership roles.

This study provided recommendations that deliberate efforts should be made in developing women. The current policies in the City should be incorporated and there should be a clear strategy and targets set out regarding the development of women.

Keywords: leadership development; women, leadership

DECLARATION

I declare that this research is my own unaided work. It is submitted in partial fulfilment of the requirements of the degree Master of Management (in the field of Public and Development Management) in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

MAFUSI SAKA

SIGNED ……..

On this …….day of …….2015

DEDICATION

Letlotlo

This research is dedicated to my lovely daughter Letlotlo Limpho, I love you very much. It has not been easy but we made it.

Neo

Thank you for the words of encouragement and time you gave for me to do my work. I love you.

MamRadebe

Thank you for looking after your granddaughter throughout my studies, your support had gone a long way. I am truly blessed.

My Family

I would like to thank my parents and siblings for the moral support and words of encouragement.

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I would like to thank God Almighty for the opportunity, strength, wisdom and guidance. I know I am highly favoured and blessed. It seemed impossible but you always gave me the strength and you shielded me always.

I would like to thank the City of Johannesburg for paying for my fees in attaining this qualification and allowing me time when I needed to be out of the office.

I would like to thank my supervisor, Dr Manamela J. Matshabaphala, for the guidance and support. It seemed impossible at the beginning but I am glad you guided me through.

I would like to thank my friends Mandla Ndlovu and Tebello Mkhonto for the support and words of encouragement.

Finally, I would like to thank the employees of the City who participated through their time given in the collection of data.

LIST OF ABBREVIATIONS

AA	Affirmative Action
AU	African Union
ANC	African National Congress
COJ	City of Johannesburg
City	City of Johannesburg
EE	Employment Equity
EEP	Employment Equity Plan
FLD	Future Leaders
HR	Human Resources
MEC	Member of Executive Committee
MDG	Millennium Development Goals
MLD	Management Leaders Development
MMC	Members of the Mayoral Committee
MOEs	Municipal Owned Entities
SETA	Sector Education and Training Authority
SLD	Senior Leaders Development
UK	United Kingdom
UN	United Nations
UJ	University of Johannesburg
WBS	Wits Business School
WITS	University of the Witwatersrand

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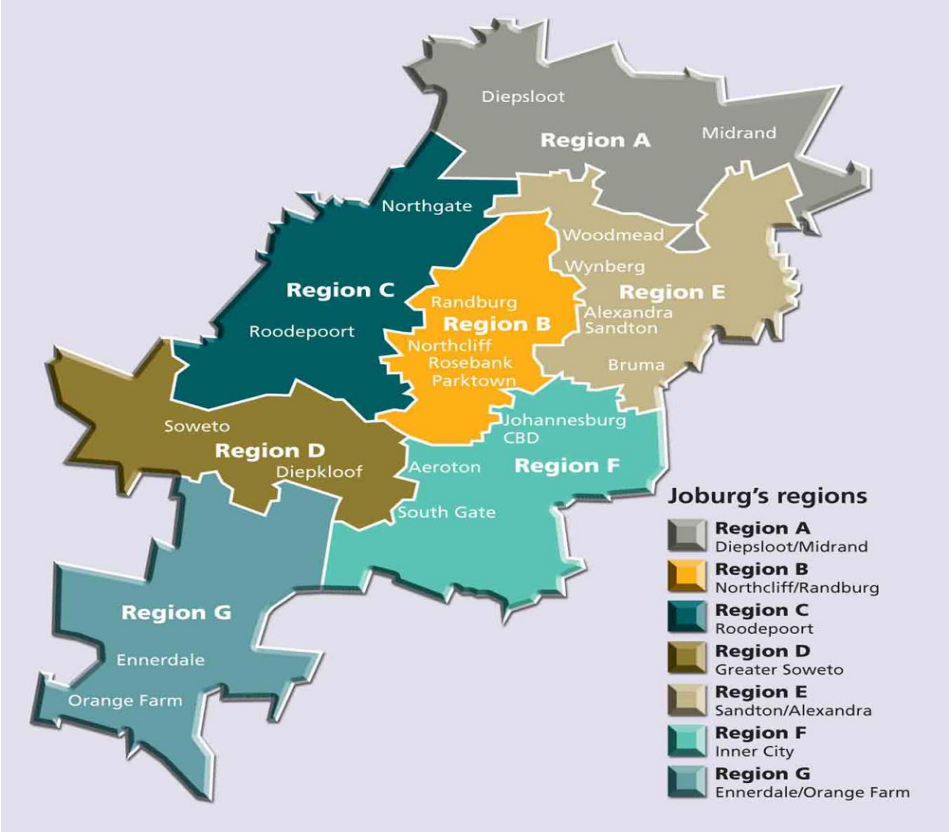
CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

This research was conducted to explore the leadership development of women in the City of Johannesburg (CoJ). The City of Johannesburg is classified as a Metropolitan Municipality. This study was based on the City of Johannesburg as an employer. Internally, the City of Johannesburg previously had five independent metropolitan areas. In 2000 these areas were amalgamated into the City of Johannesburg. The City of Johannesburg is divided into seven regions: Region A to Region G.

The City of Johannesburg workforce comprises the political office and the administration office. The municipality is governed by the African National Congress (ANC) which is the ruling party in South Africa. The municipality's governance consists of the political office which is led by the Mayor and the municipal Administrative office which is led by the City Manager. The office of the Mayor comprises of Members of the Mayoral Committee who are appointed by the Mayor, the legislature also includes the Chef Whip and the Speaker of the Council. In addition, the City has nineteen Departments and fourteen Municipal Owned Entities (MOEs). There are approximately 14,290 employees, excluding the MOE staff (COJ EEP, 2011). These departments and MOEs are headed by the Executive Directors, Group Heads and Managing Directors whom form part of the top management. This study aimed to contribute to the body of knowledge on the leadership development of women into leadership roles within the City of Johannesburg.

Figure 1: Map of Johannesburg



Source: www.joburg.org.za (2015)

Figure 1 above represents the location of the study. Located in the economic heartland of Gauteng and characterised by its crucial economic centre (Todes, 2012) Johannesburg is the largest city with a population of 4,434, 827 recorded in 2011 (StatsSA, 2016). In addition Johannesburg is regarded as an economic power hub of Africa. The Municipality is the home to many head offices of corporate entities such as Pick 'n Pay, Sasol and Standard Bank, amongst others. The City of Johannesburg includes Soweto which is the biggest township in South Africa and highest in terms of population in the City.

1.1.2 The notion of women empowerment

We refer to women empowerment as the advancement of women by providing them with opportunities, relevant skills, developmental and mentoring support. According to Sweetman (2000:51), "Women empowerment is central to development interventions". The Minister of Public Service and Administration

in 2007 launched eight principles as part of a strategic plan to encourage participation of women in decision-making and equal opportunities for women in the Public Service (DPSA), 2006). The City of Johannesburg as a local sphere of government has the mandate to fulfil some of these principles. In the City's attempts to empower women and on gender equity, structures and regulatory frameworks have been put in place to address the often overlooked issue of women empowerment. For instance, the City of Johannesburg has a Gender Policy Framework which is a Human Resources policy with a focus on gender equality and the Employment Equity Act 55 of 1998, which seeks to promote fair and equal opportunities in the workplace. Although there are conducive policies in place in the City of Johannesburg which touch on developing women, their focus is not entirely on the empowerment of women.

Despite this, the focus of this research is not on noting the numbers of women in leadership roles, but is rather on exploring their development into leadership roles. Establishing the number of women in leadership roles will help the researcher in the analysis and understanding of the efforts made thus far by the City in the empowerment of women. The representation of women in leadership roles tends to be minimal in most organisations (Hopkins *et al*, 2008). Gender in leadership roles remains uneven. The under-representation of women in leadership roles provides an indicator of the work government still has to do in developing women and striving for balance in gender representation.

The focus of women empowerment in government has been more on the promotion of women in Provincial and National government, while little focus has been on women in local government. Over the past years there has been the visibility of women Premiers and women who are Members of the Executive Committee (MEC) in South Africa. The gender gaps within leadership roles in organisations will continue to exist until women are developed. The focus of the study is on development of women through the provision of relevant skills, knowledge and attitudes, amongst other things, with the aim of developing them into leadership roles. Their development is pivotal as this group of individuals

was previously disadvantaged and more needs to be done by organisations to escalate their development and strive for balance in decision-making roles. The development of women is important for the escalation and sustainability of women in leadership roles.

The leadership of women in society creates a platform for women to make decisions which affect society. The empowerment of women needs all stakeholders' involvement, both men and women, to make it possible. This study is therefore focused on exploring the dearth of leadership development of women in the COJ.

1.2 BACKGROUND

South Africa has experienced a long history of discrimination against women, as in many parts of the world, where women were relegated to the periphery of decision-making in society. Traditionally, women had limited access to certain leadership roles (Avolio *et al*, 2005). Historically the world has experienced a dominant patriarchal social ideology, the "men's world". Women's roles were confined to the domestic area, and women were denied power to control and lead in society. This led to gender disparity in leadership roles in societies and organisations worldwide.

It has been noted that, "Around the world, a lack of gender balance in decision-making positions in government persists" (United Nations, 2010:x). With changes happening globally there has been a demand for the promotion and emphasis of women's right, gender equality and women empowerment. The Beijing Women's Conference of 1995 (Beijing Platform for Action), the Millennium Development Goals with a deadline to be achieved in 2015, amongst others, called for countries to "promote gender equity and the empowerment of women" (Heyzer, 2005:9). They provided guidelines and strategies for the empowerment of women. The Beijing Platform for Action has provided a pre-eminent guideline in the promotion of women's status internationally (United Nations, 2010)..

South Africa is a signatory to many institutional structures which promote women in decision-making roles in all spheres of government and the representation thereof. These structures include the African Union Solemn Declaration on Gender Equality in Africa and the SADC Protocol on Gender and Development, among others. Although having signed and ratified the protocols, South Africa is still experiencing a low rate of action in the empowerment of women and equal representation of women in government. The slow rate in the empowerment of women in Africa in general and the commitment of the African Union (AU) on the issue of empowerment among other issues has resulted in declaring 2015 the "Year of Women's Empowerment and Development towards Africa's Agenda 2063". There is more work to be done by all spheres of government and the private sector in the empowerment of women.

The Constitution and the Women Empowerment and Gender Equality Bill gazetted in 2012 called for the promotion of the rights and empowerment of women respectively. The Gauteng Province of South Africa has established a policy framework called the Gauteng Provincial Strategic Policy Framework on Gender Equality and Women Empowerment which calls for, amongst others things, the empowerment of women. However, even with the existence of these policies in government, the number of women in decision-making roles remains limited and there are still gaps in many organisations including the City of Johannesburg.

Women, particularly in South Africa, are showing competency in the leadership roles they occupy. For example, the Chairperson of the African Union (AU) Commission, Dr Nkosazana Zuma and former Deputy President of South Africa and currently Executive Director of UN Women, Phumzile Mlambo-Ngcuka, both show the capabilities women have in leadership roles. These women have been empowered as leaders with relevant skills, they have the necessary experience and they are competent in what they do.

South Africa cannot be regarded as having gender equity until the majority of women, who make up the majority of the population of the country, are still not empowered and are not fully part of decision-making of the country. Women are as capable as men are to occupy leadership positions; both need to be developed accordingly, as organisations need the experiences of both genders. The population of the country should reflect the roles occupied in government. Porter (2013:1) highlights that, "study after study has taught us that there is no tool for development more effective than the empowerment of women". The inclusion of women into decision-making roles will contribute to sustainable development in a country, in society and in organisations. In the context of South Africa, "the need to address women's empowerment remains pressing" (Porter, 2013:2), and gender equity and women empowerment are becoming the top priorities of government. This has contributed to the study being undertaken.

1.2.1 Global Best Practices

There are many countries in the world which have managed to succeed in the empowerment of women into leadership roles. There are best practices that can be drawn on and replicated when looking at other countries and government institutions regarding the development of women. The representation of women in parliament constitutes 18% worldwide (Vetten *et al,* 2012). Even though the number is still low there are countries that have achieved a significant number above the 18%. There are successes that have been experienced globally in the development and empowerment of women into leadership roles in government. The obvious one has been the roles occupied by women in government. The indicator used to measure the presentation of women in government globally is the number of seats women occupy in parliament. Though this is based on numbers, it signifies the commitment made by the government of a country in the empowerment of women. However, the researcher did not go further to explore whether these countries were mainly focused on simply complying with requirements or whether there was an authentic focus on women development as well.

When looking globally regarding the empowerment of women, one country stood out. Rwanda is ranked first in the world in the number of seats women occupy in parliament, namely 63.8% seats (Inter-Parliamentary Union (IPU), 2014).The success of this country in the empowerment of women comes as a result of the genocide. Rwanda emerged from a history of genocide which took place in 1994 and which left the country decimated. The aftermath of the genocide left Rwanda with women and girls making up 70% of the population.

Due to gender imbalances, women assumed multiple roles in the rebuilding of the country (Powley, 2004). These women have managed to rebuild Rwanda and have been fully involved in decision-making roles of the country. Women occupy leadership and strategic roles in Rwanda and comprise 54% of the population (Powley, 2004). The demographics of what is happening in society reflect what is happening in parliament. Not only is Rwanda ranked number one in the world it also number one in Africa. There has been much support from the government of Rwanda by creating policies which empower women in the decision-making roles.

In Sub-Saharan Africa, South Africa is on top with the highest women parliamentarian. South Africa has showed a significant growth of women in government. South Africa is one of the top 10 countries in the world in terms of the number of women in parliament, with 40.8% seats (Inter-Parliamentary Union (IPU), 2014).The success of South Africa has been on the gender quotas introduced by ruling party. Prior to 1994, South Africa had a 2.7% representation of women in government, and the number has steadily increased to 44% from 1994 to 2012 (Williams, 2014). The African National Congress (ANC) during 1993 established gender+ quotas of 30% women for their party list (Vetten *et al*, 2012) in leadership roles. The gender quota as a result has managed to escalate the participation of women in government for the ruling party and they have gone beyond the required 30%. Opposition parties have also supported the representation of women in parliament.

Provincially, the Western Cape has been successful over the years in having a woman Mayor who has led the City of Cape with vigour and has received support from the provincial ruling party.

1.3 PROBLEM STATEMENT

In the midst of policies and frameworks on empowerment of women, there remains a lack of leadership development of women in the City of Johannesburg municipality. Women empowerment has not been given the necessary attention and commitment. There has been an observation from the researcher over the past eight years of working in the organisation that the leadership development of women into leadership structures was slow. Additionally, women were under-presented in leadership structures in the City. The lack of development programmes to empower women with relevant experience, skills and attitudes, among others, were some of the challenges faced by women in occupying leadership roles. Women are still under-presented in leadership as the leadership remains a domain associated with men (Latu *et al*, 2013). The focus of women in leadership roles has mostly been in terms of numbers, but a shift should consider the empowerment of women with necessary skills, expertise and attitudes. The focus of the study was on the leadership development of women from skilled and academically qualified level to top management level. Studies have been done in the leadership development of women but there was a paucity of research undertaken in South African local government. The results of this study will assist the City of Johannesburg in the planning processes, adhering to women empowerment policies in the upper tiers of government and breaking the barriers through empowerment and development of women.

1.4 PURPOSE STATEMENT

The purpose of the study was to investigate the factors which lead to the lack of leadership development of women into leadership roles in the City of Johannesburg. This paper interpreted and analysed the findings in the leadership

development of omen. The study presented recommendations and strategies that can be adopted for the development of women into leadership roles.

1.5 RESEARCH QUESTIONS

The following are the research questions that were considered:

1. What are the factors which lead to the dearth of leadership development of women in the City of Johannesburg?
2. What are the strategies for consideration in the implementation of leadership development in the City of Johannesburg?
3. To what extent can policies within the City of Johannesburg promote the leadership development of women?

1.6 SIGNIFICANCE OF THE STUDY

This study would assist the City of Johannesburg to understand the leadership development of women in the organisation. In addition, it will provide an understanding of the progress that has been made thus far in empowerment of women, if any. Furthermore, this study will provide recommendations that will assist the City in the future empowerment of women. It is necessary for the City as one of the spheres of government to understand its role in the advancement of women. In the international context, it is expected that women become involved in the decision-making roles and this study will give guidance with regard to the direction the organisation needs to take in addressing this requirement. The findings of this study will help the City of Johannesburg to benchmark with other metropolitan municipalities in the country regarding the development of women in leadership roles.

This study was significant in that the following outcomes were achieved:

- There was an understanding of the leadership development of women in the City of Johannesburg.

- There was an understanding of the current policies within the City in the empowerment of women.
- Statistics from the City documents were presented regarding the presentation of women in leadership roles.
- Feedback from the employees in Human Resources, management in general and women already in leadership positions was obtained and analysed in relation to women leadership development.

1.7 STRUCTURE OF THE REPORT

This research is divided into six chapters. The order of the research report is as follows:

Chapter One: Introduction and Background

This chapter introduces the topic and the background of the study. The researcher gives the context of the study and the significance thereof. Furthermore, the researcher discusses global best practices on leadership development in government by drawing on other countries. In this chapter the researcher presents the problem statement, research questions and purpose statement. This chapter is followed by the literature review.

Chapter Two: Literature Review

In this chapter the researcher examines literature on leadership. The researcher gives definitions of leadership and examines the different leadership concepts to demonstrate familiarity and subsequently builds a conceptual framework for this study.

Chapter Three: Research Methodology

This chapter focuses on the approach the research took in the collection of data. The tools that the researcher employed will be outlined. In this chapter the researcher discusses sampling, interviews and how data were analyzed and carried out in the study and presents the limitations of the study.

Chapter Four: Presentation of Data

This chapter of the research presents the data collected from the respondents and also uses data collected from the City of Johannesburg documents. The presentation of the findings uses the direct quotes from the respondents, graphs and the summary of the views of the respondents.

Chapter Five: Analysis of Data

This chapter present the data that has been analyzed which emerge from the themes and which has been collated from the previous chapters of the research.

Chapter Six: Conclusion and Recommendations

This chapter ties together and concludes the study and gives recommendations and strategies for consideration based on the findings of the study. The limitations are reiterated and future studies are recommended.

1.8 SUMMARY

In this chapter the researcher introduced the topic and provided a background to the study. This chapter gave a brief outline of the City of Johannesburg and provided information on women empowerment in government. In addition, this chapter briefly looked at the current policies and structures which focus on women empowerment and gender issues. It examined international practices regarding women empowerment and the promotion of women in government. Furthermore, it provided a problem statement, purpose statement and research questions and explained the significance of the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the researcher bought together leadership theories by discussing, engaging them and examining their relevance to the leadership development of women. Furthermore, the researcher addressed the existing knowledge gap of women leadership development in South Africa. Literature on leadership development was used as the conceptual framework in articulating the development of women leaders and ways to develop women in organisations.

2.1.1 Sources of literature

Literature was drawn from books, journal articles, research reports and online sources. The researcher acknowledged that other articles used for the conceptual framework dated back over ten years and were used in terms of their relevance for this study. However, overall the researcher tried to use recent literature. The literature reviewed was mainly from the University of the Witwatersrand database.

2.1.2 Literature review definition

One definition of literature review is that, "[A literature review] is not a survey of the literature, it is not a display of one's ability to make sense of the literature, it is not a record of everything read. It is an account of the history of ideas that informed the project and the project speaks back to .... It is key to the design of the project, the overall argument and the ways in which the data is interpreted. It provides a reference point and it is threaded through all the data analysis chapters.... There is no right way to write the literature review" (Dixon and Janks, 2014:5).

2.1.3 Significance of literature review in research

Literature review is a review of scholarly literature on the specific topic of interest. The purpose thereof is to find what is known and not known about the topic. A literature review is about establishing the research methods and research strategies other researchers have used in the past on the topic. It is important for the researcher to learn what others have done in the field in order to have a better understanding of the field.

Literature review allows the researcher to demonstrate familiarity with theories and the body of knowledge on the topic (Neuman, 2012). It is important for the researcher to identify the controversies and arguments on the topic (Bryman, 2012) which will help in understanding the topic and in formulating the basis of the study. Furthermore, the research has to be aligned and show the linkages with other research undertaken in the field. A study cannot be done in isolation as it will not serve a purpose and it should be integrated with other studies.

2.2 LEADERSHIP DEFINITION

Many different reviews of leadership have shown that there is limited agreement on a definition on leadership (Chopin *et al*, 2013). Leadership is a complex phenomenon which involves different dynamics and processes and holds a different meaning for different people.

Dansereau (2013) defines leadership as "a process whereby intentional influence is exerted by one person over other people to guide, structure and facilitate activities and relationships in a group or organisation" (Dansereau *et al*, 2013:799). Vacar *et al* (2013:430) defines leadership as " a process by which a person sets goals or a direction for one or more people and motivates them to act with competence and full commitment to achieve them". In addition, Northouse (2016) "defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal" (Northhouse, 2016:6).

These definitions of leadership were drawn on as being suited to the current study. These definitions made reference to "a person" who influences and sets directions for others. This "person" is regarded as someone who can be at any level within an organisation despite their title and despite their level. A person who sets directions and influences others can be regarded as a leader. According to the study the "leadership roles refer to those that come with and without formal authority" (Day, 2000:582). Therefore leadership is cutting across all levels in an organisation. In addition, in most organisations, management and leadership run concurrently, meaning that in most cases someone at management level can be regarded as a leader, provided that they give direction to a group of people and they have influence. Management and leadership are two different concepts which are interrelated with each other (Day, 2000).

According to Van Zyl (2009, 27), "management is a tactical operation, where the manager will make ultimate use of available resources, be they technology, machinery, hardware, finances or people, to achieve the organisation's objectives. Management focuses on achieving goals in an organisation through planning, monitoring, controlling and organising. Furthermore, management directs resources in a group through the use of principles and values that have already been established". It is worth noting that leadership and management are terms which are different but are confused with each other, therefore the definitions of the different terms give a distinction.

O'Connell (2014) observes that "Leadership is believed to be a seminal applied skill, important for every member of the workforce to develop". It is therefore to the organisation's advantage if the skill of leadership is developed amongst its members at all levels as this will allow for effectiveness in an organisation. The leadership processes "are those that generally enable groups of people to work together in meaningful ways" (Day, 2000:582) and which will allow for leadership to manifest in an organisation.

According to Day (2000, 586), "One emphasis has been on investing more intensely in leader and leadership development across all organisation levels, and to develop leadership capacity in all employees and across all organisational systems". Organisational effectiveness can be recognised by the development of leadership within all the levels in an organisation. For the purposes of the study, the term "leader" refers to women within an organisation. Our emphasis is particularly on women leaders, as alluded to earlier, since they were excluded in leadership previously.

2.2.1 Arguments on Leadership

Leadership is a complex phenomenon (Dinh *et al*, 2014). Previous thinking was that leaders are born and not made, but this view has been eroded by the fact that teaching, experience and observations can make a person an effective leader (Russell, 2011). In addition to the traditional thinking, leadership was more focused on the reasons a particular leader is influential and the expansion of this theory is on why followers choose to follow a particular leader (Dansereau *et al*, 2013). In exploring the expanded theory, Nelson Mandela as a leader received so much recognition worldwide because of the reasons followers chose to follow him. These reasons, among others, included the vision which he had of a free democratic country, as well as his humanity. These were values which followers themselves had. It is this type of leadership which makes a leader stand out among the other leaders. In addition to this, the present thinking is that leadership is about people (the followers and a leader) and organisation.

Leaders within any organisation or country play an important role as they direct an organisation and a country. They can influence input to produce output and the actions of others within an organisation (Dinh *et al*, 2014). This study is aligned to the thinking that leaders can be made by developing and empowering them.

2.3 THEORETICAL FRAMEWORKS

The following are theories that the researcher has selected in order to demonstrate familiarity with leadership. The theories that have been chosen for the purposes of this study are authentic leadership, transactional leadership, transformational leadership and leadership development. These theories were selected for their diversity and to give insight. Furthermore, some of these theories are established such as transactional and transformational theory and others such as leadership development and authentic are still emerging theories (Dinh, 2014).

2.3.1 Authentic Leadership

Authentic leadership can be defined as "a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information and relational transparency on the part of leaders working with followers, fostering positive self-development" (Rego *et al*, 2013:62).

Authentic leadership is based on the authenticity of a leader. A leader has to identify with his or her strengths and weaknesses and be true to himself/herselfbefore it becomes possible to be true to others. It emphasises that a leader should have integrity, high standards and values and that the followers will look up to this kind of leader. This type of leader is defined by his/her character and capability to lead by example (Avolio *et al*, 2005). The one way in which an individual can be authentic is for them to develop their own leadership style, to have character and personality that is consistent (George, 2003). Therefore, self-awareness is important for the authentic leader, which forms part of the four essential components for this leader. The four components which are essential for an authentic leader include self-awareness, balanced processing, internalised moral perspective and relational transparency (Avolio *et al*, 2005; Rego *et al*, 2013).

Self-awareness refers to the leader's ability to know him/herself, and is about having values, thoughts, abilities, capabilities, being able to reflect on oneself and having emotional awareness (Valsania *et al*, 2012).

Balanced processing is when a leader uses the information, data and facts at his/her disposal to make objective decisions. With balanced processing, the leader does not distort information or data to protect or for self-defence and the leader is not biased. This is based on the leader's level of integrity (Valsania *et al*, 2012).

Moral perspective means that the behaviour of an authentic leader is based on high morals, ethics and values. The leader is transparent and aims to serve the needs and the interests of the followers (Valsania *et al*, 2012). This can be challenging as the interests of the followers and of an authentic leader might not be the same or at the same level. This is when the authentic leader has to persuade (or use charisma) in order to have the followers buy into his or her ideas and have trust in the leadership.

Relational transparency means that the leader has open communication channels and shares positive and negative information with the followers. This is done with the aim to maintain relations and trust with the followers (Valsania *et al*, 2012). Compared to other leadership theories such as transformational and transactional, with authentic leadership the followers buy into the leader's beliefs and values based on the leader's transparent behaviour, morality and standards. The followers are guided by what they see from the leader (Valsania *et al*, 2012), unlike transactional leadership in which the leader delegates. For example, arguably one of the greatest leaders of all time, Nelson Mandela, was regarded as an authentic leader who led his constituency with ethical values, standards and by example. Many studies have shown that the greater the authentic leader, the higher the follower satisfaction, their organisational commitment and the followers' added efforts (Valsania *et al*, 2012). This is also applicable to a leader of a country who is considered as a great leader.

Ethical values and standards are essential for a leader and they should be part of leader development. The components of the authentic leader are important and they should be instilled in the developing leaders and all leaders in general. Every person can be a leader but only a few can be true leaders to themselves and others. It is important for women in their development as leaders to be true to themselves so that they can be true to their followers. This is essential for the development of women, but it is not enough, as other qualities of a leadership are necessary for women leadership development. This includes, amongst others, skills, competency and capabilities.

Authentic leadership is leader-oriented. In order to get the staff to perform a leader needs to be authentic for employees to trust the leader and buy into the vision. Not only does he or she need to be authentic, the leader would need other qualities such as charisma for followers to believe in his or her vision. The role played by an authentic leader has an influence on the behaviour of the followers (Valsania *et al*, 2012). Researchers have argued that authentic leadership contributes towards performance of individuals and organisations as it encourages positive attitudes and behaviours of employees (Rego *et al*, 2013). However, these researchers have omitted the ways and the possibilities of encouraging positive behaviours of employees and their attitudes as a result of authentic leadership that will result in followers' performances being improved, particularly in organisations.

Avolio and Gardner (2005) argues that authentic leadership is something that cannot be achieved through training. George (2003) goes further to state that authentic leaders cannot be emulated. Authentic leadership is complex, character based and only certain traits of an authentic leader can be learned while other traits cannot be replicated. This theory is therefore not relevant for the empowerment of women into leadership.

2.3.2 Transactional Leadership

Transactional leadership is based on giving something in order to receive something in return (exchange), and followers mostly give their services and labour in hope of receiving something in return. For example, within a political party the leader will need followers to vote for them, and in return they will provide basic services to the followers. This forms a relationship between the follower and leader which is necessary in order for both parties to fulfil their self-interest (Bass, 2010). The two become interdependent on each other, as one will not be able to function without the other.

This type of leadership can contribute to organisation effectiveness in a sense that it forces a leader to be competent, to deliver on time through delegating followers to work, and to adhere to the conduct of the organisation. These are some of the attributes or characteristics that are important in a leader. This approach of leadership has been regarded as effective in an organisation (Vickenburg, 2011; Russell, 2009).

Employees tend to perform well when they are motivated by rewards or when they have a fear of being punished for failing to perform (IAAP, 2009). In an organisation this relationship is based on rewards and tasks; each person knows what is expected of them. The followers within an organisation are generally driven by rewards and benefits in order for them to perform optimally. The transactional leadership has an important effect and it becomes an important component within an organisation and is an important factor in an organisation's functionality (Oberfield, 2012).

However, transactional leadership does not seek to develop relationships nor develop followers; it only regards employees as people who must do to what is required from them. This leadership theory will not equip women with necessary skills that will enable them to perform as leaders, as skills given are to perform the current task allocated to them. To empower women an organisation has to equip

them with lifelong skills that will sustain them in the leadership roles and in the organisation.

This approach is commanding in nature and it bears consequences for performance or non-performance by followers. The adoption of this type of leadership style to empower women will not be ideal. To empower women with this type of leadership will not be effective. This theory is regarded as a short term solution based on the fact that it does not seek to enhance its human capital which is an asset in an organisation.

This theory is more of a management approach than of leadership (Russell, 2009). It is more focused on the individual's performance and ignores elements such as vision and organisation strategy, amongst others, that are important in leadership. It is more operational and focused on the day-to-day running of the organisation.

Roweld and Scholtz (2009) asserts that "contingent rewards should be negatively associated with chronic stress" (Roweld *et al*, 2009:38). This holds an element of truth. With transactional leadership, followers are sometimes required to work under stressful environments in order to fulfil the task at hand. More often than not, leaders need results and tend to disregard other factors such as the health and safety of their staff. For example, in the construction industry where there are high level projects, time is of the essence, meaning employees are requested to work overtime and obtain higher rewards. At the end it results in a detrimental effect on the health (physical and mental) of the employees (Gillen *et al*, 2004). Stress in followers also has a negative impact on an organisation. When staff members are stressed and work under pressure this can result in low staff morale and subsequently in absenteeism.

This type of leadership can be used for other women empowerment. For example, for the empowerment of women in rural areas this theory will be relevant. For the skills development of women in rural areas, with the aim of providing skills to empower themselves economically, through crafting or beading, this leadership

approach will be relevant. However, for women leadership development in organisations, transactional leadership will not be relevant.

2.3.3 Transformational Leadership

Transformational leadership theory was developed by Burns (1978) and this theory was later improved by Bass (1985, 1998 and (Givens, 2008). Bass's version of transformational leadership theory is a theory which generated the most research amongst researcher and scholars (Yulk, 1999). Burns (1978) suggests that in transformational leadership, the follower values have to be enhanced and aligned to the values of an organisation. It becomes the mandate of the leader to ensure that this happens in an organisation (Givens, 2008).

While Bass (1985) went further to suggest that the goals within the organisation can be achieved through relationships between followers and leaders, the leader has to motivate the followers to reach their full potential and perform well for the effectiveness of the organisation (Givens, 2008).

Bass (2010) describes transformational leaders as those who uplift the morale and motivate the followers. Transformational leadership refers to "the leader moving the followers beyond immediate self-interests though idealised influence (charisma), inspiration, intellectual stimulation, or individual consideration" (Bass, 2010:11). This theory is based on four components: idealised influence, inspirational motivation, intellectual and individual consideration.

This leadership approach is also based on a vision of the organisation and focuses on transformation of people and organisations. To empower women, the visionary leadership is important as it may recognise the impact and contribution that women have in an organisation if they are transformed, nurtured and motivated.

If a leader considers followers and values then followers in return will trust the vision of the leader and will perform optimally. The leader aligns followers with

the vision of the organisation by making changes within an organisation that will allow followers to use their potential to the fullest. When staff members understand and know where they fit into an organisation's vision and mission they will be able to perform and be competent.

In transformational leadership, the leader guides and provides resources to followers in order for the followers to fulfil the task (Bass, 2010). It is about a leader realising human potential within the organisation and inspiring followers to be the best. It changes from being commanding to being more involved as followers and forming relationships. This theory is future-oriented (Belasen *et al*, 2012), is long term and is no longer about performance only but also the effectiveness of an organisation.

Transformational leadership is one of the most studied leadership theories (Day *et al*, 2014) and considerable evidence has shown that his theory is effective (Yulk, 1999). There has been much replication of this leadership approach from different organisations and countries and by many leaders (Yulk, 1999). Despite this knowledge, however, the theory is vague on the influence of processes on the followers and attitudes, level of motivation and behaviour (Yulk, 1999).

Furthermore, transformation leadership lacks details. With regard to the motivation of employees, it is not clear how a leader motivates the staff, whether in terms of rewards or words of encouragement. There is ambiguity in what the leader does or says to influence the behaviour and thought process of the followers (Yulk, 1999). This theory is unclear in terms of how the staff members arrive at the vision of an organisation. The development of women should have a clear strategy as to how development will happen in an organisation, as motivation, uplifting morale and making changes will not be enough to develop women into the leadership roles.

Transformational leadership emphasises motivating of followers to perform well towards the organisation's effectiveness. The skills need to be enhanced and staff

need to be developed continuously in an organisation, and this is where leadership development tools come into play. Transformational leadership aims to motivate the followers in order to accomplish the goals of the organisation. However, with leadership development it is clear that through leadership training much can be done for the effectiveness of an organisation. Leadership development goes over and above motivating of the followers to developing the followers into leaders despite their titles.

To achieve an organisational goal, this theory will need to adopt other leadership styles like transactional. Transformational leadership in an organisation cannot be an independent component. Management would need to adopt transactional leadership as is necessary within an organisation. The transformational leadership might be necessary in an organisation, but it is not enough for an organisation to grow to its full potential (Oberfield, 2012). This becomes a point where both the transformational and transactional leadership complement each other and might become inter-dependent on each other.

The transformational leadership has adopted a one-size-fits-all approach in transforming individuals in an organisation. Followers come from diverse backgrounds, their level of experience, attention and their needs for development are different. Therefore, there should be a variety of tools for the differences in staff members, when enhancing and empowering them. This is supported by van Zyl (2009) who highlights that, "people have different abilities, and life stage development will have a significant impact on the ability of leaders to adopt this holistic leadership approach as transformational leadership". Therefore this theory will not be relevant for leadership development of women.

2.3.4 Conceptual Framework: Leadership Development

Leadership development is thus far the most appropriate leadership theory for this study. It can be defined as "expanding the collection of organisational members to engage effectively in leadership roles and processes" (Galli *et al*, 2012:178).

Leadership development is mainly focused on human capital which builds on capacity within an organisation, which was the main focus of this study.

Leadership development is a complex phenomenon (Day *et al*, 2014). There are two differences around leadership development, namely leader development and leadership development. The leader development is the development of an individual and leadership development is the process of developing the individual leader (Day *et al*, 2014). They are closely related to each other and mostly used together.

Human capital in organisations is enhanced by organisations investing in training and developing of its staff members through leadership development programmes (Day, 2000). This has seen many organisations taking leadership development as an important issue over past decades (Virakul *et al*, 2012). It becomes imperative for the leadership development tools to be effective. To know when and how to apply the different leadership development programmes should become the main focus in an organisation.

Lord and Hall (2005) highlights that one of the critical elements for leadership development is that the potential leader has to have an interest in leadership and motivation of the leader (Lord *et al*, 2005). Riggio and Mumford (2011:453) asserts that "to develop as a leader, an individual needs to have potential to lead, the motivation to lead, and that certain development processes and experiences needs to happen" (Riggio et al,). The leadership development processes would not yield the intended results if the participants are not fully committed. The willingness and the drive of the leader to progress through the leadership development has to be there. The potential woman leader has to be intrinsically motivated because leadership development is a process that takes time (months or years) and is a long term investment in an organisation.

Leadership development is the most effective and it allows for competitive advantage in organisations (Tsyganenko, 2014; Day, 2011; Barna, 2010; Hopkin

et al, 2008; Galli *et al*, 2012). Competitive advantage in an organisation is pivotal particularly in these changing times. One of the main reasons an organisation exists is to make a profit and/or to render the best services to its clients, therefore they need to be the best. The other leadership theories may be considered effective in an organisation, like transformational leadership, but it does not allow for competitive advantage. This is because the theory is vague (Yulk, 1999) and details of how to be effective are not clearly defined. Details are important because they act as a manual. Hence many organisations invest more in leadership development (Galli *et al*, 2012) than other leadership approaches. Organisations always need leaders regardless of their size and leadership development will remain a key issue in many organisations (Virakul, 2012). Leaders are important for organisations reaching their goals. The tools in leadership development as compared to others are clearly defined.

Tsyganenko (2014) asserts that a leadership development programme being introduced within an organisation allows for individual leaders to improve on the organisation's effectiveness (Tsyganenko, 2014). By so doing the potential leaders adapt to the changing in the organisation influenced by the environment. The incorporation of both women and men in the decision-making space will advance organisations, as both bring unique contributions. It is thus important for organisations to develop both males and females into leadership roles.

It is worth noting the positive association of an organisation's effectiveness and leadership development. Evidence indicates that leadership development programmes can lead to effective organisations and effective leaders. Leadership development has the potential of equipping a leader with relevant skills and experiences needed in organisations through leadership development tools.

A recent study was conducted by Tsyganenko (2014) on the effects of leadership development on individuals and on the organisation level. The study was conducted in a single company, using a one-year leadership development in-house programme. The leadership development tools used which they regarded as the

most appropriate included networking, action learning and formal training. The formal training was based on three components: training on the role of a leader and leadership which included motivational practice, self-awareness and self-reflection and communication. This study revealed that the leadership development saw tangible changes in the organisational level and had major effects on managers who were trained (Tsyganenko, 2014).

It is worth noting that a leadership development programme can encompass other leadership theories such as transformational leadership (motivational practice training) and authentic leadership (self-awareness and self-reflection training), which has been evidenced in the study by Tsyganenko (2014).

2.3.4.1 The processes of leadership development

The leadership development processes which are essential for women leadership development include mentoring, coaching, 360-degree feedback, job assessment and action learning, amongst others (Day *et al*, 2014; Hopkin *et al*, 2008; Galli *et al*, 2012). Over the decades these have been the recognised leadership development processes that many organisations have used to develop leaders.

It is worth noting that other leadership development processes for the empowerment of women in organisations will need further empirical investigation on their effectiveness, particularly for women development. For example, mentoring is a good source of providing skills and experience to a protégé, but when it is evaluated from a gender perspective it may have negative aspects.

The lack of women representation in higher roles in many organisations results in women becoming involved in cross-gender mentoring relationship more than their counterparts. This sometimes causes complications if the mentor-mentee relationship is not handled professionally and thus can be ineffective. Furthermore, the difference in gender during mentoring is sometimes complicated due to traditional gender styles and roles (Hopkins *et al*, 2008).

The leadership development processes depend on situational and contextual factors of the potential leader, and much depends on their commitment and the commitment of the organisation, their competency and level of experience and professionalism.

2.3.4.1. (a) 360-degree Feedback

This type of leadership development process is used in many organisations (Day *et al*, 2014) and is becoming increasingly popular (Solansky, 2010). The 360-degree feedback is about an individual within an organisation understanding how their behaviour or actions affects others. The 360-degree feedback enhances self-awareness and builds on competency of an individual. People around them may include customers, business associates, managers and subordinates.

The adoption of this strategy in the empowerment of women within an organisation will build on women's competencies and behaviour change. This process is a multiple source feedback from peers, subordinates, managers and clients (Day *et al*, 2014). Different sources of feedback with different perspectives may contribute to increased self-awareness. The value in the 360-degree feedback is the various opinions of the leader about themselves and the perspectives of the co-workers and others. The assumption about the 360-degree assessment is that the individual's self-awareness and perspective will be different from that of the co-workers (Solansky, 2010).

There are various factors that organisations have to take into consideration in the implementation of the 360-degree system such as the leaders' reactions to feedback (Day *et al*, 2014). The important element of 360-degree feedback is that the process has to be done professionally and sensitively (Day, 2000). This element becomes important for 360-degree feedback to yield positive results. This process can work effectively for women's development if the recipient reacts positively on the feedback as it will help them grow as leaders.

In order to provide comprehensive feedback to the potential leader, the investment of time and resources by the designer of the leadership development programme should be available. Time and resources are key elements in 360-degree feedback and leader development becomes challenging if they are not prioritised (Solansky, 2010).

2.3.4.1(b) Coaching

Hopkins *et al* (2008) defines executive coaching as "a helping relationship formed between a client who has managerial authority in an organisation and a consultant who uses a wide variety of behavioural techniques and methods to help the client archive a mutually identified set of goals to improve his or her professional performance and personal satisfaction and consequently, to improve the effectiveness of the client's organisation within a formally defined coaching agreement" (Hopkins *et al*, 2008:354).

Furthermore, Ladegard (2014) states that "Leadership coaching involves one-on-one counselling of executives, leaders and managers about work-related issues with the purpose of improving their leadership effectiveness" (Ladegard, 2014:632). Both of these coaching definitions emphasise that coaching is about the improvement of effectiveness in the person coached.

The one-on-one coaching session between a coach and an individual is important, as the rate and ways in which a leader learns is different from person to person (Day *et al*, 2014). An individual often becomes trained on the job and coaching happens after training has taken place. The coach gives clear perspective and advice to the individual about what they have been trained on. Unlike transformational leadership which changes people's behaviours in order to have them perform, it fails to take into consideration the difference in people's ability to learn. A coaching session allows the coach to develop a leader from their point

of experience and knowledge that the leader has and move with them to the desired goals.

Coaching is done with the aim of assisting individuals in improving particularly their performance and alignment to an organisation. Women empowerment and leadership development need to be aligned to an organisation strategy. The objective of coaching is to allow for an organisation to be effective and for individuals to perform optimally (Day, 2000).

The nature of coaching, which is a one-on-one exercise, may pose a challenge in terms of evaluation (Ely *et al*, 2010) particularly for an evaluation of the coaching tool by the organisation which invests in the leadership development programmes and the evaluation of its effectiveness to the individuals trained as training happens one-on-one In this regard the organisation would need clear goals set of what needs to be achieved prior to the start of the coaching session between the leader and the coach.

2.3.4.1 (c) Mentoring

"Mentoring is a development resource particularly for emerging leaders in the sector. The purpose of mentoring is to groom an individual to fill a role by teaching proven methods and introduce the person being mentored to a network of contacts that will help him or her to succeed" (Wilson *et al*, 2010:17). Mentoring needs full commitment both from the mentor and protégé.

Mentoring can be either formal or informal; it is a developmental relationship between an experienced and inexperienced individual. The aim of it is to provide experience, guidance and motivation to the Protégé (Day, 2000). Experience plays an important role in an organisation. It is also a determining factor for the potential leader in how much they will learn (Day *et al*, 2014) and be competent in their role. Mentoring as a process of leadership development enhances learning and career development (Hopkins, 2008). This will be vital for women

development provided that the relationship between the two parties is professional. Mentoring is important for a leader's career development. For examples, Nelson Mandela was mentored by Walter Sisulu and developed into an effective leader.

Literature suggests that "having a mentor in place does not guarantee that the mentor–mentee relationship will be effective and open" (Solansky, 2010:679). Herholdt (2012) adds that "measuring of outcomes of a mentoring programme is a complex topic, because mentoring will produce quite a few different outcomes (Herholdt, 2012:78). It is necessary for those organisations which invest in leadership development to continuously evaluate and monitor this intervention. Furthermore, the use of effectively trained mentors who have time and commitment to the relationship with the mentee will result in effective leadership behaviour (Solansky, 2010).

2.3.4.1 (d) Action Learning

Action learning involves an individual acquiring skills and experience internal in an organisation (Day, 2000). For women empowerment, this may include women given acting positions while they are still learning, so that they can become more familiar, and gain skills and experience. "Leader skills development suggests that skills development depends on learning as people interact with their environment (Day *et al*, 2014:67). Day *et al* (2014) further notes that the skills development process is progressive and happens over a long period of time. It entails the identifying of problems within an organisation and bringing change through learning.

The literature reveals that "only 10 percent of learning and development should come from formal training. The rest should come from on-the-job experience, problem solving and feedback" (Wilson *et al*, 2010:17). This is correct up to a point in that a significant amount of learning comes from engaging and action learning. However, formal training creates a fundamental foundation which

becomes complemented by on-the-job experience/action learning, problem-solving and feedback. Theory cannot be disregarded in total when having action learning in a workplace. The effectiveness of action learning will happen when women are continuously exposed to the skills and trained through doing.

2.3.4.1 (e) Networking

Networking involves members within an organisation forming commitments within the organisation. This entails building of peer relationships and sharing of ideas (Day, 2000). This is important for women leadership development as networks allow for an individual to be exposed to different types of people from different areas to share ideas and for information sharing. The networking events entail "increased ability to access others for information and expertise, resources and cooperative action" (Galli *et al*, 2012:191).

Networking often involves setting of events where there are gatherings and where sharing of information happens. This tool becomes useful in women development as it involves diverse people who have the knowledge and skills. It will need to involve individuals who are external in an organisation to add to the body of knowledge on a topic or field. As effective as this tool might be, it can become costly for an organisation. It would be to the organisation's advantage to have potential leaders who are committed to leadership if organisations were to invest in this programme.

2.3.4.1 (f) Job Assignment

Job assignment is "providing a short term "mini assignment" as a job rotation in another business group unit, particularly for new employees and trainees" (Galli *et al*, 2012:186). This entails leaders being deployed in other areas for a short period of time to learn new experiences. Experiences are most important in the development of leadership; they enhance development and personnel are able to learn about what other business units are doing in the organisation.

Galli (2012) states that not all jobs offer the opportunity of job assignment, and the jobs that do offer job assignment as a development intervention for individuals in an organisation are limited (Galli *et al*, 2012). There are few jobs, particularly in the South African government, where an individual employed on a full-time basis rotates within the organisation as a way of gaining experience. When a person is employed they become stationed in one business unit. This tool is limited to certain individuals within organisations in gaining experiences in other units within the organisation or outside the organisation.

2.4 WOMEN AND LEADERSHIP DEVELOPMENT

The effects of a leadership development programme on individuals have been evident. "The benefits of leadership development training included enhanced leadership skills, increased confidence, broadened perspectives and increased communication skills" (Solansky, 2010:675). Leadership development thus far is the most appropriate theory of developing leaders within an organisation. Leadership development programmes have an impact on both individuals and at an organisational level (Galli *et al*, 2012; Tsyganenko, 2014). Other leadership intervention such as transactional leadership might be effective for an organisation's productivity but can have a negative impact on the individuals within the organisation.

Day *et al* (2014) argues that leadership is a process which is multilevel and longitudinal in nature. Empowerment of women in leadership roles should be such that women are equipped with necessary skills, attitudes, experiences and knowledge. This is a process which takes time and it should be regarded as a long term investment for an organisation. Leadership development of women should not only focus on the statistics of women in the leadership roles, but the focus should be on capacitating women to be effective leaders.

Women have the potential and greater roles to play in leadership if they are empowered to do so because, "Leadership development is predicated on

progressive skills development" (Day *et al*, 2014:67). The more skills and experience the leader acquires the more effective they can be as leaders. The development of women leaders within an organisation thus needs the full commitment of an organisation and the individual.

The processes of leadership development are relevant and should be regarded by the organisation in the empowerment of women. Women play an important role in society, and organisations should strive to bring the other half of society (i.e. women) into leadership roles and decision-making roles in organisations where the distribution of scarce resources is decided Leadership development emphasises the enhancement and the protection of human capital within an organisation (Galli *et al*, 2012) which in women empowerment means the valuing of women in organisations.

2.5 CONCLUSION

Leadership is a complex phenomenon (Dinh *et al*, 2014) and holds different meanings. This study suggests that leaders can be made through leadership development programmes. Leadership development has a positive impact on both the leader and the organisation. The effective development of women in organisations can be undertaken through the leadership development programmes which need investment and commitment by organisations.

The need for organisations to consider the variety of contributions that women bring into leadership is urgent. Organisations should empower women to take up their "leadership roles that come with and without authority" (Day, 2000:582). Women have much to contribute in an organisation and they need empowerment and support.

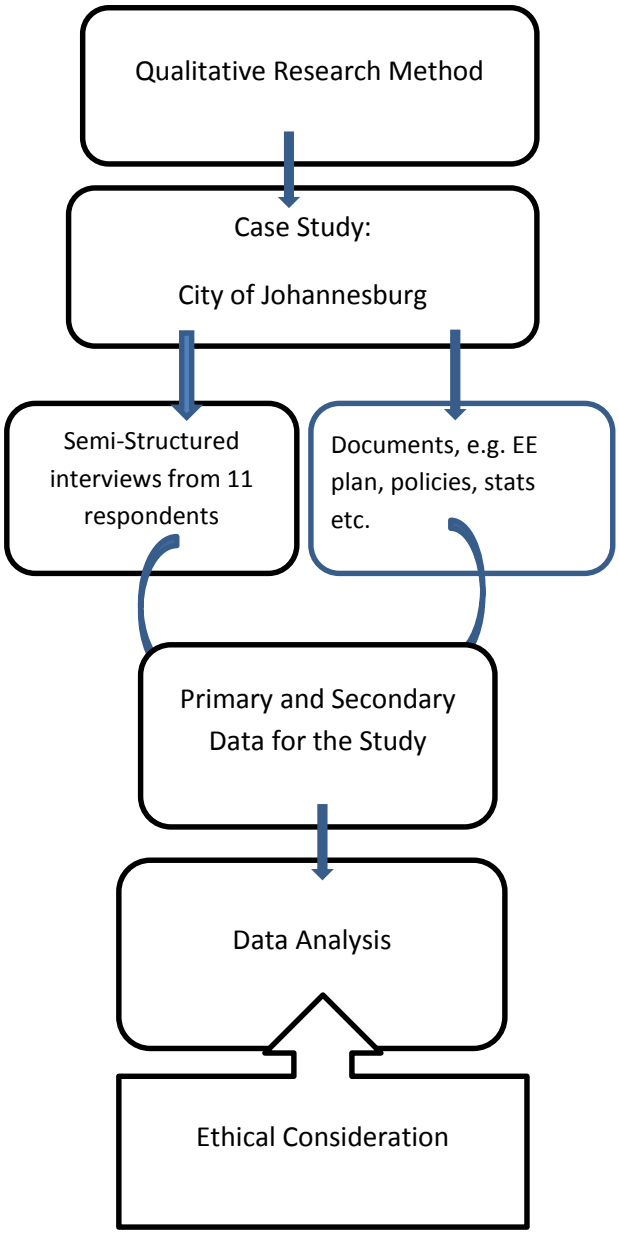
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research strategy and design of qualitative research that was used in exploring the leadership development of women in the City of Johannesburg which was the case study. A case study "explores a research topic or phenomenon being studied and the context, or within a number of real-life contexts", according to Saunders *et al* (2012:179). In this research interviews were used and questions were designed strategically to obtain as much data as possible from the respondents. The interview questions were designed in a slightly different manner as the researcher targeted different candidates for data collection. This chapter explains how data were collected and how sampling was selected. The primary source of data collection for this research was through interviews and the secondary data used were documents from the City of Johannesburg.

Figure 2 below outlines the processes undertaken to collect data for this study. The flow chart illustrates that a qualitative research method was adopted for the study. This chart shows that the study was conducted in the City of Johannesburg. In addition, the primary source of this study has been through the semi-structured interview from the 11 respondents and documents were used as secondary data. This included the Employment Equity plan for the City amongst other policies. Data for this study was later analysed. In the process of the collection of data, there was due consideration of all the ethical issues.

Figure 2: Research design chart flow



Source: Own, 2015

3.2 RESEARCH DESIGN

The research approach comprises the plans and methods for how data will be collected, analysed and interpreted. Bryman (2012) highlights the distinction between the research methods and the research design. "A research design provides a framework for the collection of data and analysis of data" and "research method is simply a technique for collecting data" (Bryman ,2012: 46).

The selection of the approach is informed by the topic and issue being addressed or by the research problem (Creswell, 2014). There are three main research methods used, namely qualitative, quantitative and mixed research methods, which use different techniques to collect data, and include questionnaires, interviews, observations and focus groups.

A quantitative research method involves numbers and a non-descriptive approach, where at the beginning of the research the researcher has a hypothesis which is an academic presumption influenced by the literature. The approach used is referred to as a deductive approach. The research uses a quantitative research method to test the hypothesis using questionnaires. A qualitative research on the other hand uses descriptive approach and is non-numerical. Literature derives from the research findings drawn from the experiences and perceptions of the respondents. This approach is referred to as an inductive approach.

In addition, qualitative research approach and quantitative research approach are different. A quantitative research approach in the collection of data uses close-ended interview questions in the form of a questionnaire. The respondents are given the set of answers to choose from when answering the questionnaire. Qualitative research comprises different methods used in collecting of data, which includes open-ended questions using a structured or unstructured interview guide, focus groups, observation and documents analysis.

Qualitative research method allows for flexibility during the data collection, while the quantitative method does not allow for flexibility as it is based on set standards. For example, in the qualitative research approach, interview questions can be amended if there is a need during the collection of data. In quantitative research method when questions are amended during the data collection, the data will not balance in the data analysis stage. The difference in these approaches is that, in the epistemological consideration, quantitative research approach uses a natural science epistemology of positivism while the qualitative research approach uses the interpretivism approach. An epistemological approach refers to what is

acceptable knowledge in a discipline, and whether the social world should be studied using the same standards and procedures as that of natural science (Bryman, 2012).

A single study can use both these methods in conducting a research. These methods can complement each other. The choice to use both methods will be influenced by the time and resources available, issues to be addressed in the research and the topic of the study. In this study the researcher used a qualitative research method.

Based on the nature of the study's research question and the objective of this study which was to explore the leadership development of women, the qualitative research method was deemed necessary. A mixed methods approach would have been possible to use for this study, but due to the limitation of time allocated for this research study and the limited resources it was not used.

3.3 QUALITATIVE RESEARCH METHOD

The researcher has employed a qualitative research approach as the aim of the researcher was to explore issues pertaining to the leadership development of women in the City of Johannesburg. The literature review of leadership development revealed that the majority of researchers used a qualitative research method. The researcher wanted rich data and the perceptions of the respondents was thus crucial.

Qualitative research as described by Creswell (2014) "is a situated activity that locates the observer in the world. Qualitative research consists of a set of interpretive material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings and memos. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their

natural settings, and attempt to make sense of, or interpret, phenomena in terms of the meaning people bring to them" (Creswell, 2013:43-44).

The qualitative research approach was the best suited for this research as the researcher was more focused on the respondents' construction of their own reality on the topic, as this forms part of the central characteristic of qualitative research (Merriam, 2001). The interactions with the respondents and the probing thereof were made possible through this approach. The researcher's interest in understanding the meaning the respondents constructed from their world influenced the researcher to employ this method. The researcher employed a qualitative research approach because the existing theory failed to explain leadership development of women and the factors which led to the dearth of leadership development of women in the City of Johannesburg. Theory was built using a qualitative research approach which takes an inductive approach. Information from interviews and City of Johannesburg official documents allowed the researcher to put themes together and subsequently derive conclusions.

Furthermore, this method was preferred as "the researcher is a primary instrument for data collection and analysis" (Merriam, 2009:15). During the data collection, much of the understanding derived from the interaction with the respondents during the interview, and data analysis began during the collection of data in using this approach.

3.3.1 Population and Sampling

Neuman (2011) illustrates that a sample is a selected unit polled out from a population and is generalised to the same population by the researcher (Neuman, 2011). The population of the study was the employees in the City of Johannesburg. The sample for this study was drawn from the City of Johannesburg's employees. The reason for sampling is to learn in detail from the smaller units in order to be able to understand a larger unit without having to study a larger unit (Neuman, 2011). Due to limitations of time, money and

resources it can be difficult to collect data from a population. As a result, sampling becomes necessary where a sample is based on a small number of individuals within a large population. However, occasionally when studying every group member or case in which data is collected and analysed, this process is termed census (Saunders *et al*, 2012).

There are three main purposive sampling methods in qualitative research, which is a non-probability form of sampling. These are theoretical sampling, generic purposive sampling, and snowballing (Bryman, 2012). For the purpose of this study the researcher chose to employ a generic purposive sampling. Neuman (2011) highlights that the use of purposive sampling is with an intention that the selected case will meet the goals of the study and that the individuals selected will be experts in the subject.

With purposive sampling, the sample is usually fixed early in the research process (Bryman, 2012). The research questions will provide a guide in terms of who participates in the research, and these questions will be amended in most cases as the research progresses (Bryman, 2012).

3.3.2 Sample size

The choice of sample size for this research was guided by the following:

- The type of analysis to undertake for this study, as generally a very large sample for a qualitative study is challenging and time-consuming in the data analysis.
- The secondary source of data which was used for this study.
- The margin of error to tolerate in the collection of data was considered.
- Confidence needed in the data was considered in the sample size.
- Time and resources available for this study.

Given the above, the researcher initially targeted 12 respondents, and 11 respondents participated in the study, all of whom were interviewed. All the respondents were employees of the City. The sample was representative in terms of gender, length of service within the organisation and level of employment within the City. The candidates were from different departments within the City and included staff members from Human Resources involved in staff development, Employment Equity, general management and women who occupied leadership roles. The participants who had relevant experience and/or knowledge of the topic were included in this study. The participants were recruited from the City of Johannesburg electronic address book which contains information about individuals, their designation and their area of speciality and contact details. Since the researcher is an employee of the City of Johannesburg this system was easily accessible.

The researcher recruited telephonically before an email was sent to give the potential candidate a brief and check their availability. The recruitment of the participants was in the form of an email with a letter which explains the relevance of the study, a consent form and a letter from the University to indicate that the researcher is a registered student. The letter of explanation provided brief information about the researcher and the study, and also invited the participant to participate in the study by requesting consent to be interviewed (Annexure B). A letter of explanation was accompanied by a letter from the University of the Witwatersrand giving potential participants information about the researcher. The availability of other targeted candidates and the fact that eleven candidates were interviewed did not have any adverse effect on this study. The quality of the information received was not compromised.

Table 1: Summary of the Respondents

Respondents	Occupation	Reasons for being targeted
Respondents A, B,C,F	Senior Manager/ Managers	To understand leadership development efforts from the City of Johannesburg from a perceptive of management
Respondents D,E, J,K	Top Managers, Senior Manager	Targeted to understand their journey into leadership roles they occupy and also to understand their development into the roles
Respondents G, H, I	Those involved in Human Resources	To get insight and understanding on the efforts made by Human Resources in the development of women and the relevant policies on the topic

Source: Own, 2015

3.3.3 Gatekeepers

Bryman (2012) explains that access is most driven by gatekeepers who are particularly concerned with the study. Bryman (2012) emphasises that this might require negotiation with the gatekeeper with regard to conducting the research. The questions might need to be amended if the gatekeeper is not comfortable about the implications the study might have in the organisation (Bryman, 2012).

The gatekeepers in the researcher's case were the Personal Assistants and Secretaries of women who occupy leadership positions. Gaining access to these women was challenging as the gatekeepers were responsible for managing their diaries. The researcher anticipated the challenges with gatekeepers particularly with setting appointments with people holding high positions within any organisation. People in high positions are difficult to access even if appointments

are made in time. The negotiations and numerous calls to their offices to make appointments became a futile exercise. It became impossible to interview the targeted sample and in particular the Members of the Mayoral Committee. In other instances, the researcher had to visit their offices to request meetings and appointments. This did not affect the quality of the research with the 11 respondents who were interviewed; this was mainly because secondary data was used.

Attempts were made by calling Human Resources as they are the first point of entry, but none of the people in HR and Legal seemed to be aware that permission was to be obtained in conducting a study related to the City. The researcher thus only requested permission from the participants themselves.

3.3.4 Data Collection

In qualitative research the most common data collection approaches include observations, interviews, documents, focus groups and audio-visual materials. "The idea behind qualitative research is to purposefully select participants or sites (or documents or visual material) that will best help the researcher understand the problem and the research question" as Creswell (2014:189) explains. In qualitative research interviews are the mostly widely employed method of collecting data. Many researchers choose interviews as their method of data collection because of their flexibility (Bryman, 2012). Qualitative data allowed for flexibility, as it allowed for face-to-face interaction with the respondents and rich data was obtained through probing and rephrasing of the questions. The observation of body language when responding to some of the questions was interesting to the researcher. For these reasons, the researcher chose to use interviews to collect data among the participants. Interviews allowed the researcher to maximise the data received through the interaction with the participants and through probing. The interviews were the main and primary source of data collection for this study while City of Johannesburg documents and brochures were secondary data. The nature of the topic for this study and the

premises of the researcher on the topic suggested that the qualitative research method would be the best method as opposed to quantitative research method. The focus groups were deemed impossible for this study as securing a set time for the respondents was not going to be possible considering their business schedules.

The researcher used semi-structured interviews which allowed the participants to respond from their own point of view and perspective. One essential aspect for the qualitative researcher is to capture the viewpoint of the participants. Bryman (2012) asserts that the researcher is more likely to use semi-structured interviews if there is a fairly clear focus as opposed to the unstructured interview which is general. As a result of this, the researcher's choice for semi-structured was informed by the focus of the study which was on women and their development into leadership roles.

The researcher strategically used different interview questions to interview the different participants. Saunders *et al* (2009, 320) highlights that the researcher in a semi-structured interview has themes and questions to cover which may vary from interview to interview and some questions may be omitted in some. The researcher had three groups of respondents, namely Human Resources persons, management, and women who occupied leadership roles. This was done with the purpose of exploring the leadership development of women from different perspectives. This strategy yielded the desired results for the researcher regarding the rich data from different groups, and in contrast resulted in challenges in the analysis of data in which the researcher has to analyse the data in accordance with the groups and thereafter amongst all the respondents. Furthermore, with qualitative research method, data collection is non-standardised which allows space to alter questions. This has been the case with the current research, in that some of the questions were altered during the process of data collection.

The researcher conducted face-to-face interviews using the interview guide which consisted of approximately eight (8) to twelve (12) questions depending on the group which the respondent was with (Annexure A). An interview guide consists

of questions/areas that need to be covered during the interview (Bryman, 2012). For this study, it was mainly on the leadership development of women in the organisation, the presentation of women, the existing policies in the City regarding the development of women, and strategies for consideration in their development. These were part of each interview guide. In addition, the interview might give answers to the research questions of the study (Creswell, 2013), which is an intention of the researcher. The nature of the interviews conducted was inconsistent with the research questions of this study and the main objective of the research.

Bryman (2012) observes that interviews in qualitative research are usually recorded and transcribed. The advantage is that it will allow the researcher to examine what the participants said during the interview and that the audio-recording will capture or record what has been said which natural memory might limit (Bryman, 2012). The researcher recorded the interviews with permission from the participants. The permission to record was granted verbally and all the respondents then signed the consent letter which subsequently granted permission. Handwritten notes from interviews were also used to record information. Time taken on interviews varies in qualitative research (Bryman, 2012). This was the case with this research in that the length of the interviews varied from person to person.

Raw data were collected from the Human Resources department. This became secondary data which was collected by the researcher in the form of City of Johannesburg's policies, Employment Equity information and Human Resource data.

3.3.5 Pilot Study

A pilot test can be described as a test performed on a small scale before major scale testing. The pilot testing of apparatus (tape recorder) and the system are

necessary. This will help the researcher to uncover aspects of the project which needs alteration (Neuman, 2011).

The researcher conducted a pilot study for this project. The purpose of the pilot study for this research was to test the apparatus and incorporate comments and suggestions of the one individual into the final version before the study is conducted (Creswell, 2014). The pilot study was conducted with one colleague in the City of Johannesburg who was experienced and met the criteria of being selected for the study. This individual was asked to give their opinion with regard to the overall interview and the areas of improvement needed on the questions asked and areas that were omitted. The comments were given and incorporated in the study during the data collection.

3.6 DATA ANALYSIS

Neuman (2011) explains that data analysis in qualitative research begins while data is collected, but the data analysis becomes incomplete. He further adds that data analysis in qualitative research entails organising data, searching for patterns and themes, and putting together data to concepts which will allow for the generation of theory and create understanding (Neuman, 2011). The quality of the qualitative research is dependent on the interaction of the data collection and the data analysis (Saunders *et al*, 2012:546). There has been consistency in this study on the data collection and data analysis.

Data from the tape recorder was fully transcribed. This meant that from the audio files the researcher processed the data to Word documents using the actual words of the respondents. This process took approximately six to seven hours at most for each respondent's data to be transcribed.

The researcher used thematic content data analysis. Van Zyl (2010) describes thematic content data analysis as a form of data analysis where the researcher will identify recurring themes derived from the transcribed data (Van Zyl, 2010). The data was analysed by coding the data and developing themes, and with these

themes theory will be created. Theory is created using a qualitative research method.

3.7 VALIDITY AND RELIABILITY

Creswell (2014) asserts that validity and reliability have different meanings in qualitative research compared to quantitative research. Validity and reliability in qualitative research are bound to have different criteria in the type of qualitative research (Merriam, 2009). Creswell goes further to explain that qualitative validity means the truthfulness of the findings, while qualitative reliability is about consistency and that validity is one of the strengths in qualitative research (Creswell, 2014). For this study in order to strengthen validity the researcher used secondary sources of data.

To strive for validity and reliability the researcher used primary as well as secondary dat. The researcher triangulated, which Bryman (2012) explains as the use of more than one source of data. Furthermore, the researcher used member checking, which can be described as a way in which the researcher takes the final document to the participants to confirm truthfulness as to what they said. This was offered to the participants at the end of the data collection but none of the respondents had doubts about the accuracy of the work.

3.8 ETHICAL CONSIDERATIONS

Creswell (2014) states that "researchers need to anticipate the ethical issues that may arise during their studies" (Creswell, 2014:92). This research was conducted in an ethical manner. The following ethical issues were considered: lack of informed consent, harm to participants, invasion of privacy, and deception. Ethical issues need to be considered by the researcher before, during and after a study (Neuman, 2011). These issues need to be anticipated and addressed during the writing of the proposal by the researcher (Creswell, 2014). The researcher addressed these concerns at the proposal stage and carried them over the research data collection stage and throughout the research.

3.8.1 Deception

Bryman (2012) observes that deception occurs when a researcher makes participants believe in something that is not the truth with regard to the research. The researcher explained thoroughly to the participants the study purpose and explained that the data will be used for information purposes only for the research. This was explained verbally prior to the consent form being issued and the consent form also briefly explained the purpose of the study. A consent form to participate was also issued prior to recording of the interviews. Furthermore, the researcher offered the participants an opportunity to view the transcripts once data has been transcribed.

3.8.2 Privacy, confidentiality and anonymity

The issue of privacy, confidentiality and anonymity are interlinked in the research process (Bryman, 2012). Neuman (2011) explains that invasion of privacy occurs when there is probing of information relating to backgrounds, beliefs or personal information which subsequently reveals private details of the participants. The researcher has kept the personal information of participants private. The data provided by the participants was not shared with others and was solely shared with the individual supervising this study. Moreover, the ethics were upheld by the researcher. Prior to the interviews the researcher explained to the participants that their names would not be featured in the study nor their designations. In respect of issues of privacy, confidentiality and anonymity, the research report did not contain names of the participants or information leading to the identification of the participants. For the purposes of this study, to identify the respondents the researcher used an assumed identifier, for example Mr A, as he was the first respondent, therefore he assumed the letter A and in terms of gender he was a male.

During interviews, some of the information brought forward by respondents was sensitive and had to be analysed with caution as it was confidential information

and could have a detrimental effect on the people and the organisation. During the interviews, where the names of other colleagues were mentioned during the interviews in order to stress their point or when citing examples, these were also protected by the ethical requirements. Sensitive and very confidential information was destroyed and not used for this research.

3.9 LIMITATION OF THE STUDY

This research is not without limitations, because the focus of this study is on the City of Johannesburg and the findings of this study cannot be generalised to other Metropolitan Municipalities.

The other limitation of this study is that data were collected in three departments out of the 19 departments in the City; therefore the findings cannot be generalised to the other departments within the City. Furthermore, most participants who were willing to participate in the study were from the same department as the researcher. Therefore, the limitation was that during the interviews people could not elaborate further when probed with the fear that sensitive information discussed could be known as the researcher was in the same department.

The researcher's strategy in using different questions limited the researcher in the data analysis. It was challenging for the researcher to draw themes; however, the researcher strategically compared data amongst the respondents of each group and subsequently amongst all the respondents. This led to the respondents drawing the five themes used for the presentation of data.

The researcher was on maternity leave during the course of this study. This leave limited the researcher as the research was put on hold for a long time. This subsequently delayed the research and time-frames for completion which were set during the proposal stage could not be reached. This resulted in the new study year being applicable for this research report.

3.10 SUMMARY

In summary, the researcher for the purposes of this study employed a qualitative research method. This choice of research method was guided by the purpose of the research and the research question which the study aimed at answering. The qualitative research method was used as the researcher's aim was to get rich data from the perspective of the respondents and also because this method was flexible. The sample was drawn from employees within the City of Johannesburg and from various departments. These respondents were grouped into Human Resources, women in leadership positions, and the general management. Data were collected using semi-structured interviews which were the primary source of data collection, and documents were used as secondary data. Data were recorded and transcribed which was then analysed. The ethical considerations were upheld by the researcher during and after the collection of data. Limitations of the study were explained for this study.

CHAPTER FOUR
PRESENTATION OF DATA

4.1 INTRODUCTION

This chapter focuses on the data collected during the interviews and provides an in-depth understanding of leadership development and women in leadership in the City of Johannesburg. The data presented in this chapter was collected from the respondents through interviews and other information was obtained from documents in the City of Johannesburg. These respondents included Human Resources staff members, management and women who are in leadership positions. The main purpose of the data collection was to explore the leadership development of women in the City of Johannesburg, with particular attention given to their development in leadership structures. Furthermore, this chapter presents the demographic data and findings of the study on the leadership development of women in the City of Johannesburg.

4.2 RESEARCH QUESTIONS

The research questions that were addressed were the following:

1. What are the factors which lead to the lack of leadership development of women in the City of Johannesburg?
2. What are the strategies for consideration in the implementation of leadership development in the City of Johannesburg?
3. To what extent can policies within the City of Johannesburg promote the leadership development of women?

4.3 BACKGROUND OF RESPONDENTS

The research was conducted in the City of Johannesburg. This study consisted of eleven (11) employees, four (4) male and seven (7) female respondents. The respondents comprised senior managers, human resources employees and general managers. While the sample was drawn from different departments of the City, most respondents were drawn from the Development Planning department as the researcher works in that department. The other respondents who were interviewed were from the Human Development and Shared Services and Community Development Departments. For the purposes of confidentiality and anonymity the respondents were allocated titles such as Respondent A. This was in terms of the alphabetical order, because males and females were interviewed, so for Females Ms was used while for Males Mr was used to identify the respondent's gender. The respondents' profiles are presented in Table 2. The table indicates that 11 respondents were interviewed, 4 males and 7 females. Other males were recruited for the study to balance the number but only 4 were available and the high number of female respondents was as a result of the targeted women in leadership positions.

4.3.1 Table 2: Respondents' Profiles

Name	Profile
1. Mr A	Occupies a senior management position with 3 years within the City
2. Mr B	A manager in the City of Johannesburg. Has been with the City for 11 years and has sat in the Employment Equity Forum
3. Ms C	Acting Manager and has been with the City for 7 years.
4. Ms D	Occupies a top management level with more than 5 years within the City
5. Ms E	Occupies a senior management level with more than 5 years within the City

6. Ms F	Manager who has occupied different positions within the City
7. Mr G	Works for Human Resource Department as a senior manager
8. Ms H	Works for Human Resource Department as mid – level manager
9. Mr I	Works for Human Resource Department with 9 years of experience in HR
10. Ms J	Occupies a senior management position and has worked for the organisation for 15 years
11. Ms K	Occupies a senior management position and has worked for the organisation for 5 years

Source: Own, 2015

4.4 CHALLENGES

The challenges pertaining to the data collection were expected from the researcher's point of view, hence there were measures put in place. Rescheduling, cancellations and busy schedules were expected as the data collection was carried out around June which was the financial year end for City of Johannesburg and it was expected that people were busy during that period. The researcher dedicated three months (June, July and August) for data collection. These time-frames exceeded the researcher's expectation due to the challenges mentioned, which prolonged the process of data collection.

4.4.1 Cancellation of meetings

There were cancellations experienced during the data collection, of which some were rescheduled and some cancelled completely due to work pressures. The researcher anticipated this and hence more respondents were recruited. The researcher had to also collect data after working hours as it suited some of the respondents.

An appointment with one respondent was made a month in advance, but on three occasions the meeting was rescheduled and the last appointment was scheduled to a date which would be four months from the time the appointment was initiated. Due to allocated time for this study and the busy schedule of this candidate who occupied a top management position in the organisation, this respondent had to be dropped. Hence 11 respondents were interviewed as opposed to the 12 respondents which were initially targeted.

4.4.2 Busy schedule of respondents

One of the respondents in top management level had additional unforeseen meetings. During the interview with this respondent, she mentioned that she had to attend another meeting soon and therefore obtaining much data from this respondent was challenging due to the limited time available. Probing for more information was difficult, therefore the strategy was for this respondent to answer all the questions in the interview guide questions. This was one of the key respondents and the interview to a certain extent was rushed. Nonetheless, this respondent answered all the questions in the interview guide. The meeting with this respondent was scheduled three weeks prior to the meeting. It came to the researcher's attention that top management officials within the City of Johannesburg were difficult to contact due to their busy schedule and the gatekeepers. In addition it was observed by the researcher that the researcher's junior level within the organisation made it very difficult to secure a meeting with a person holding a higher position in the organisation. Furthermore, several members of the Mayoral Committee were approached and invited; they seemed interested in participating in the study but most were either on recess or in the council meetings during the time of collecting data. Extensive attempts were made by the researcher to schedule meetings with people in top management level but all the attempts failed.

The candidates who were targeted were interested in participating in the study but due to work pressures and the fact that it was financial year end they were not available. Some of these women in top management level had referred the researcher to other colleagues who were available. The researcher had to use other respondents who were either in the senior management level or mid-management level to the extent they were available.

4.5 RESEARCH FINDINGS

The main question of this research was "What are the factors which led to the dearth of leadership development of women in the City of Johannesburg". In summary this study revealed that the City of Johannesburg had a leadership development programme in which the intake on the programme comprised more women than their male counterparts. Apart from the programmes, the findings revealed that women in the Mayoral Committee were fairly represented. Cascading down into other management levels, the findings revealed that women are still under-represented in leadership positions. However, these findings revealed that in general, strides were being made by the City regarding the development of women into leadership positions although there is a need for improvement. In summary, the researcher's premises were to a certain degree the converse of the findings.

The data collected was categorised into six themes: presentation of women, leadership development (training and development), support, resources, policies and strategies. In this chapter, the themes are presented horizontally and vertically, namely amongst women in leadership positions, management and Human Resources and amongst all the respondents. As explained in the Methodology chapter, the researcher strategically asked slightly different questions amongst respondents. This was done with the aim of obtaining the views of the respondents from their own perspective. The themes are presented below using the data obtained from respondents.

4.5.1 Presentation of women in leadership structures

There was variation in the response from the respondents regarding the presentation of women in leadership roles. Some of the respondents believed that the representation of women in leadership structures was good while others had a different view. The observation of the researcher on the issue of the representation of women was that the responses depended from which level the respondents were drawing their observation from. The six respondents believed the representation was good. On the presentation of women in leadership structure the direct responses are below:

> *"I would say again that there is good representation of women. I mean the speaker of the Council is a woman and ah again to me it seems as if women now are given the priority over men, so there is good representation of women in all structures of the City"* (Mr B, June, 2015).

> "*I think there is women representatives in the City in leadership positions, well, we have never had a women mayor before, in the City I think that's something the City should look at but there are within the Mayoral committee there is some women that are representing the City and within the department as well, that I work in, the Development Planning, there is [are] at least a lot of women that are in leadership positions and representing the city"* (Ms C, June, 2015).

> *"I think if you look at profile of heads of departments that are females the City has done quite well you don't have to think hard to find females who are heading departments and so on. So from a numbers point of view the City has done quite well and across both in terms of the administration and the politicians, there are quite a few MMCs and that is quite admirable*" (Ms D, June, 2015)

The good presentations which were highlighted were mostly from the top management level which includes the Heads of Departments, Members of Mayoral Committees and Executive Directors. There was not much citing of middle and lower management, which includes Directors, Deputy Directors and below on their response on representation of women. Some of the respondents believed that the representation of women in the City of Johannesburg was low or that there was under-representation of women in leadership structures.

From a visual level, this study revealed that there is relatively good representation of women in the Members of the Mayoral Committee. Figure 3 below and on the next page illustrate a clear picture regarding the representation of women in the Mayoral Committee. The overall response to this question was influenced more by what level the respondents regarded as leadership. As explained in the literature review, leadership is different for different people. However, true to the respondents' words regarding the Members of the Mayoral Committee, there are five women in a total of 11 men in the Committee.

Figure 3: Profiles of Members of the Mayoral Committee in current term 2011-2015





✉Chris Vondo

Development



✉Nonceba Agnes Molwele

Services



✉Hilda Mally Mokoena

Infras-tructure & Services



✉ Matshidiso Mfikoe



✉Bonakelo Daniel Bovu

Development Planning



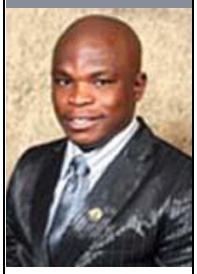
✉Roslynn Joan Greeff

Finance



✉Geoffrey Makhubo

Public Safety



✉Sello Lemao

Economic Development



✉Francisco Ruby Mathang

Transport-ation



✉Christine Walters

However, two of the respondents mentioned that the representation of women into leadership structures was dependent on the level and the department one is looking at. They explained that departments such as the Johannesburg Metropolitan Policing Department (JMPD), social development departments and Emergency Management Services (EMS) departments will have possibilities of one gender outnumbering the other based on the profession.

The remaining respondents believed that the representation of women in the City was low, and explained as follows:

"*It is 10%, between zero and 10%. Women are still underrepresented the gap is very wide. There is still underrepresentation*" (Ms H, July, 2015).

"It's still low but I would say scale 10 I would say it's ... my wish is to see a balance, especially senior level positions especially strategic ones" (Ms F, June, 2015).

*"the status is about 55/ 45, 55 being males and 45 being females, it's around there 55 whatever…. So we are not in the 50/50 split that we require as the City" (*Mr G, June, 2015).

The data from the City of Johannesburg's official documents from Human Resources, in particular the EE office, revealed the presentation of gender in all the different levels in the organisation. The researcher's focus was from lower management (Specialist, Professional Qualified and Junior Managers) level to top management level. The data revealed that the presentation of women was dependent on the department and the level.

Figure 4: Representation of top management in relation to gender

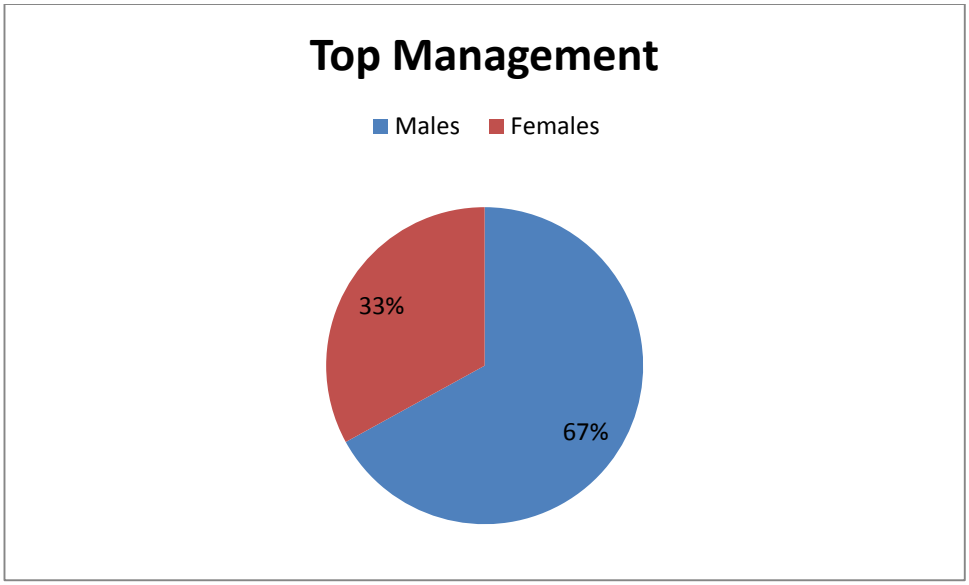


Figure 4 above represents the representation of top management in relation to gender. The top management level comprises mainly Executive Directors, Heads of Departments. This representation above shows that women are still under-represented as they account for 33% in the top management level.

Figure 5: Representation of Senior Management in relation to gender

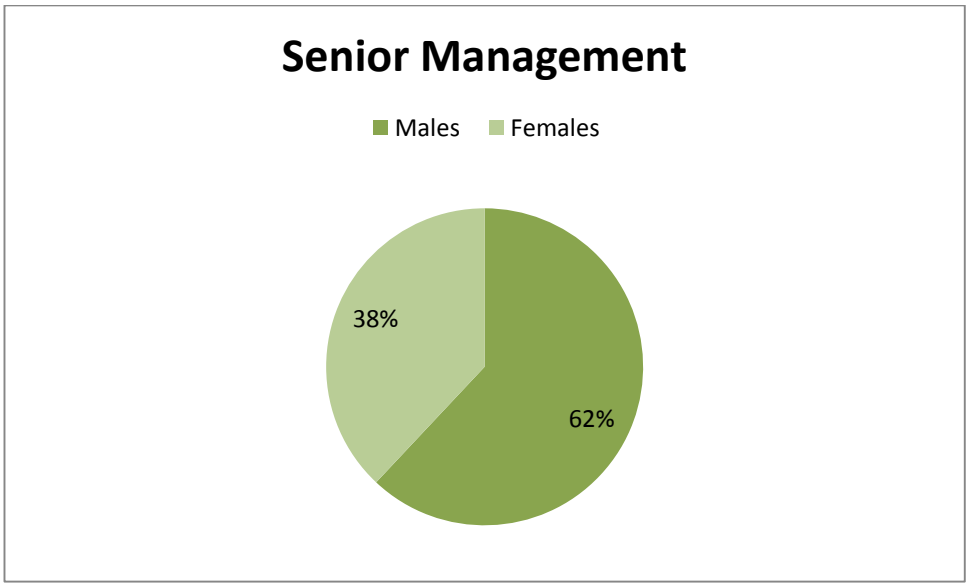


Figure 5 above represents the representation of senior management in relation to gender. The senior management level comprises mainly Directors, Deputy

Directors, and Units Heads. This representation above shows that women are still under-represented as women account for 38% in the senior management level.

Figure 6: The representation of Professional Qualified/ Mid-Management in relation to gender



Figure 7: The representation of Skilled and Academically Qualified in relation to gender

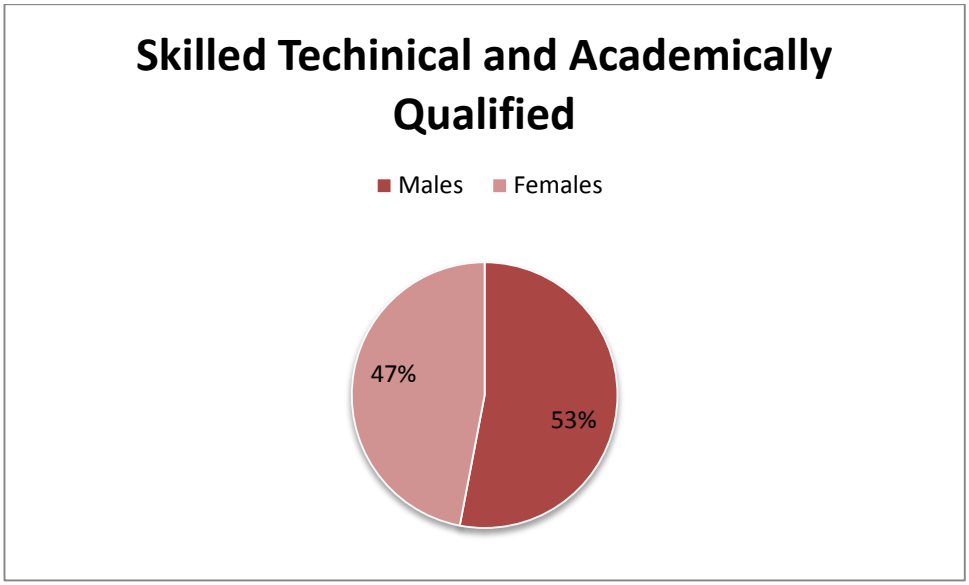


Figure 6 represents the representation of Professional Qualified and mid-management in relation to gender. Professional qualified and mid-management comprises Assistant Directors, Managers, and Specialists.

Figure 7 represents the representation of skilled technical and academically qualified in relation to gender. The skilled technical and academically qualified level comprises mainly Operational Managers and Specialists. This representation on Figures 6 and 7 shows that women are relatively represented in these levels as they both account for 47%. These figures demonstrate that as the levels lower the more women become visible in terms of their representation.

The researcher noted that there was citation made on the representation of women in the Mayoral Committee and the fact that one of the highest leadership roles in the Council, the Speaker of the Council, is a woman. The focus of the study has not been on noting the numbers but these numbers have helped to depict the status regarding the efforts the City has made on the empowerment of women.

4.5.2 Leadership development

On the leadership development of women there was general consensus amongst the respondents that great strides were made by the City in the development of women into leadership roles. The majority of the respondents indicated that there has been a strong focus by the City in the empowerment of women. The respondents indicated that recognition was given to women even if it was not too obvious. Some further indicated that preference was given to women in terms of recruitment, training and development and support. Despite this they felt that a lot still needs to be done by the City with regard to the leadership development of women. One of the respondents who has been working in the City of Johannesburg for over 15 years explained:

> *"...then it was the Southern Metropolitan Council, ahh, there wasn't a programme as such but I think there was always sensitivity towards*

> *women, gender but recently in this organisation right now in the City of Johannesburg, there is actually you know concerted effort to actually really highlight gender issues, particular women"* (Ms J, August, 2015).

Mr A also highlighted that the biggest responsibilities in the City are led by women. The researcher learned that women in the City are playing key roles in decision-making within the City. The City offered opportunities for women to lead and give direction as it is an equal opportunity employer. Through these key tasks assigned to women they actually give exposure to women. This was in the top management levels; however, this was contrary to the number as highlighted in Figure 4.

The findings revealed that there were leadership development programmes where the City developed employees from lower management levels to top manager levels within the City. Five respondents, including the HR respondents stated that employees and some of their colleagues have attended the programmes which are being offered by the University of the Witwatersrand and in particular the Wits Business School.

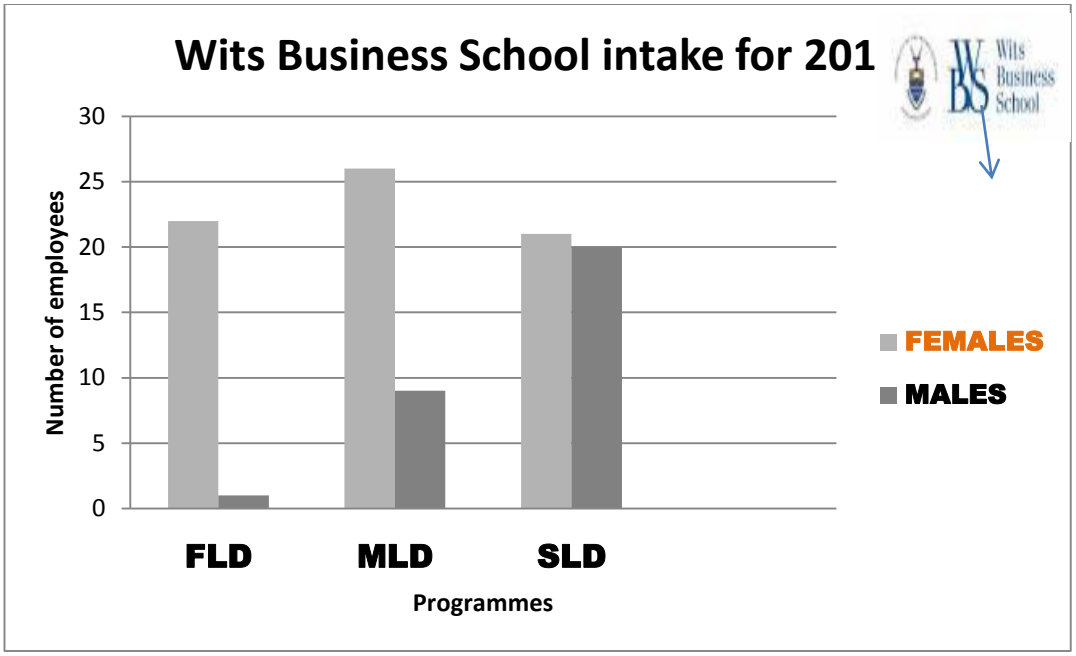
The Human Resource staff collectively asserted that the City as part of the training and development policy in the City has courses which were identified by the City in relation to leadership development which are run by Wits University. In addition, these leadership development programmes were provided as a result of the skills audit conducted in the City a few years earlier. They strongly indicated that the leadership development programme was not for women only but for all employees. It was also noted from the HR respondents that only in the recruitment for the attendance of these programmes was the focus on women. The HR respondents added that this was guided by the Skills Education Training Authorities (SETAs) as part of training and development. One HR person explained that these programmes are advertised internally for employees to apply and there is a selection of employees who will attend. However, one of the criteria

in the selection process was that the women will always outnumber men, as Ms H explained:

> *"we got a leadership development programme is not particularly focused on women, it is focused on the leadership of the City of Johannesburg, that includes males and females, like I said to you the last time our focus the intake thereof is more on women, it's not written its silent but we are doing it. We send them to academic institutions, in this case there is business school is running it. The modules, we send them to the 'Future Leadership Development programme" (FLDM), we actually got three programmes, (FLD) "Future Leaders Development", MLD (Management Leaders Development), and there is SLD (Senior Leaders Development), so depending where people are, if you look at the senior one, we take people from Assistant Directors upwards in our intake, the MLD is managers only and for FLD is managers/ supervisors. These programmes take a year. The intake would be more women than men, in each programme"* (Ms H, July, 2015).

Figure 8 below is the summary of the intake for 2015 for the leadership development programmes from Wits Business School in relation to the gender of the employees. According to this table the evidence to support the findings that more women were sent to the leadership development programmes, a total of 83 employees was sent to these programmes, of which 66% were female.

Figure 8: Gender presentation per leadership development programme



Source: COJ: Group Human Capital Management, 2015

FLD= Future Leaders

MLD = Management Leaders Development

SLD= Senior Leaders Development

The secondary source of data was used regarding the staff members who have attended the leadership development programmes. This was done to authenticate the number of women who were sent to the leadership development programmes at the University of the Witwatersrand. This information regarding the WBS intake was for triangulation purposes.

In addition to the programmes at Wits University, one respondent indicated that the City has offered her an opportunity to attend a Global Leadership programme in the United Kingdom. This was an employee at a top management level who attended this programme and the only one interviewed in this level. She explained:

> "*This programme was held in the UK [United Kingdom], the Council sent me, as its one person a year and one of my female colleagues was sent a year after, this programme was for 2 weeks*." (Ms D, August, 2015).

She further explained that only the employees at top management levels qualified to participate in this programme and only one person is sent in a year. Regarding the leadership development of women in the City, there are efforts that have been made thus far to develop women.

4.5.3 Support

One respondent argued that the appointment of women into leadership roles was tokenism, as he believed that apart from empowering these women they should be given support. This became interesting for this research as this in a way covered the researcher's concern regarding the development of women. As the researcher was interested in finding out if the City was more interested in simply complying with the numbers of the targets or whether much focus was given to the development of these women as well as support. One top manager stated that she has received support from the City regarding her development:

> *"So I personally for instance have been lucky enough to have the City Manager's support to participate in the Global Leadership development programme, but also in terms of the assignments that one gets, given responsibility for, so it's both in terms of the complexity of the assignments and leadership development support and I am aware of other female colleagues who had similar support"* (Ms D, June, 2015).

The above statement indicates that a form of support was given to women apart from the support on an *ad hoc* basis.

Amongst the participants of women occupying the leadership positions in the City, they have cited that the form support has been noticeable, these four women have received some form of mentoring and support in the organisation they indicated that they had good relationships with their superiors, training, education and also some mentioned that they were assigned difficult tasks in order for them

to learn, of which really contributed to roles they now occupy. Over and above them being qualified and working hard, there were other efforts which contributed towards their success in these positions. They were quoted below:

> *'throughout my career, throughout my years, I had good training, I had good mentorship from my superior from the various years of progression, ya.. that helped"* (Ms J, August, 2015).

> *"I have looked for people that I admire from how they handle themselves in the workplace, their leadership role and sort of align and give myself deliberate time to spend with them and learn how they do certain things and in other cases it's just learning basically from people on informal basis to see the kind of things you would like to have and achieve and align yourself more with that and some of it is choosing interesting courses*" (Ms F, June, 2015)

> *"I think I was fortunate that I had people in my life that believed in me and took a chance. Took a chance in terms of being given significant responsibilities when I was still very young .... I have always had good relationships with my superiors, I have been lucky to generally have superiors that I look up to and who have made their time available to me. I guess in a way it was mentoring but it was never set out"*. (Ms D, June, 2015).

The respondent below indicated that she has received a form of support even if it was not from the City to reach where she was.

> *"For me what developed me was my previous job ..... I mean that's where I got a lot of support, the education, the coaching, the mentoring and ultimately I was offered a scholarship so, I mean there were so many things that happened in the process. Everything was in place, as I said before it was a question of taking initiative to say, you know what I can do*

it, but a known within the City there are those opportunities because sometimes you get thrown into the deep end". (Ms K, August, 2015).

Amongst these women who were interviewed, they have indicated that support has played a pivotal role for their development into the leadership roles they now occupy. The researcher has learnt that some of the support these women received has been outside the organisation. On the other hand, these women have indicated that much of the push was from their side and that the organisation just provided an enabling environment but they had to work hard to be where they are.

4.5.4 Resources

The study reveals that the City of Johannesburg has been investing in the training and development of its employees. Despite the fact that this was not part of the study, the issue of resources plays an important role in building of human capital in any organisation. Policies and strategies can be there in any organisation but they will not be implemented if there are no resources. The noting of resources was important for the researcher regarding recommendations on the leadership development of women into leadership roles.

During the data collection, what was interesting was that the Council was channelling resources for the leadership development of its employees in the organisation. The study revealed that the Human Resource department was sending employees to the Wits Business School for the leadership development courses. The research revealed through the Wits Business School website how much each course costs, and these ranged from R28,000 for FLD and R48,000 for SLD. This was for one employee which runs from 4 months to approximately 9 months part-time.

Some of the respondents indicated that training of the staff members was not only limited to the training organised by HR, in that the City offered subsidised education to those who wanted to empower themselves further and also individual

learning plans that allow for development of employees. Two respondents indicated:

> "*subsidies education, people are given opportunity to educate themselves, it is more like skills development but it is on individual basis, individuals who have interest*" (Ms F, June, 2015).

> "*even if it's not women development as such, they offer subsidised education such that if you want to study further or you want to enhance some of your organisational skills you can study until you can go to Masters or whatever level as long as it's something that is related to your job or your future career aspirations*" (Ms K, August, 2015).

With regard to training and development of employees in the City, there has been an indication that the resources were available. In other instances, like the Subsidised Education, it was up to individuals to take the initiative to empower themselves. Even if the issue of resources is not part of this study it is important for this study because when discussing leadership development, one of the critical factors would be resources. The resources should be in place within the organisation otherwise the whole notion of development of women will be rendered impossible.

4.5.5 Policies

The Employment Equity Act was recognised as the most effective policy in the recruitment of women into leadership structures amongst the respondents. They explained that this policy played a role in the recruitment of women into leadership structures. The Gender Policy was also one of the policies that was referred to by the respondents. The secondary data revealed that there are policies in the City which partially address the development of women. These policies include Succession Plan, Training and Development Policy, Promotion Policy and the Employment Equity Plan.

This succession plan "is a tool to assist the City of Johannesburg to be prepared for planned or unplanned absences and departures of the key players, clarifying authority and decision-making and thereby maintaining accountability and ensuring stability" (COJ Succession Planning Framework, 2008). This policy goes further to say that the succession management model is underpinned by trained competence in four major areas of leadership and management capability, namely coaching, mentoring, empowering and sponsoring. The Human Resources personnel indicated that these are HR policies in the City which should help in empowering women, but some are not being implemented. The three HR staff explained:

> "*The other challenges will be you don't have a formal succession planning in the City if you have a formal succession plan in the City, even if you can create that poll of female leaders they will be frustrated, most of them will leave the organisation because there is no formal way in which they can be placed into positions. So we don't have that formal succession process and we don't have a well highlighted strategy that says the City is now moving towards promoting women because that should be a business imperative, it's not something that can be initiated from our level, it's something that should be you know ahh that should come from business, that should come from the City Manager you know, our role is to facilitate that process, our role is make that process happen*". (Mr G, July 2015).

> *"The succession policy to be taken seriously and the employment equity and the promotion policy as well focusing on women"*. (Ms H, July, 2015*)*

> *"You have policies such as your succession planning; remember the policy is there for implementation. Unfortunately we don't have implementation but there is a policy around succession planning, when it is well structured, well implemented therefore focus can be how do we address our current challenges, each department needed to zoom in, to say this is*

our challenges in terms of employment equity, in terms of the gender split, how do we address that, and the succession planning policy could talk to that". (Mr I, August, 2015).

4.5.6 Strategies for consideration

These findings have revealed that there is a form of leadership development of women. The consensus amongst the majority of the respondents is that there was more that the City can still do in developing women into leadership structures. Furthermore, the study revealed that the City does not have a clear strategy regarding the development of women as they are developed on an *ad hoc* basis. However, this study acknowledges the efforts that have been made so far regarding the development of women into leadership roles in the City.

The 8 respondents felt that there is more that can still be done, while the other two respondents felt that the leadership development of women was enough. The summary of the strategies proposed by the respondents are the following.

The findings revealed some of the respondents proposed the City should have some form of workshops/network forum which will be initiated in the City. Furthermore, there would be a monitoring and evaluation cluster for progress on development of women. Some respondents proposed that the City should have development programmes which will assist women, while one added that the City should identify individuals that can coach and mentor them and have succession planning strategies in place and make it easy for women to move up the ladder.

While some respondents proposed that the City should develop both genders for leadership development, it was also felt that the single gender empowerment will in future have a detrimental effect in the organisation. Some of the strategies suggested were the following:

"There is supposed to be a committee that specifically looks at gender and women empowerment. So their job is to sit and look at the entire city and say this women's programmes why here, why here, why here ehh and that committee is supposed to give a report to council to the Mayoral Committee". (Mr A, June, 2015).

*"I think if this trend continues … there will be conflict in future, in that lot of men. The trend being the single gender empowerment policy / women empowerment. Now there will come a stage were women are over-represented you know and in terms of the various structures and men will feel that they are being disregarded and ignored unfairly for the sole advancement of women". (*Mr B, June 2015).

*"… they should have something like that within the organisation, something where women can discuss their development and see how as women skills can be improved in the workplace and so forth, they should have some kind of a forum". (*Ms C, June, 2015).

"this is something that the City can put into policy, there is movement that we females we need to get into, this is supporting other females this is in particular young females". (Ms D, June, 2015).

"We (women in leadership roles) work fairly long hours, there isn't always flexibility in terms of how you put in those hours, so I think a lot more supportive environment in that sense would be useful" (Ms D, June, 2015).

"I think the developmental part it's what is important for me, more than it's what would make a difference more than preferring me in an interview actually making sure that in my womanhood that I am able to be true to myself and to be true to the kind of optimum leadership I can

have or be as a female person, and I think exposure and support, exposure to also other women leaders". (Ms E, June, 2015).

"open interaction communication and run more monthly workshops. These are workshops for everybody because it will also assist male counterparts to say women are not the enemy because of the past experiences". (Ms F, June, 2015).

"... we need to recruit women that's got potential to move up the ladder and then have development programmes that will assist them, identify people that can couch and mentor them and have succession planning strategies in place and make for them easy to move upwards. So it's a combination of things, so it's a number of things that need to be there for these particular programmes to succeed". (Mr G, July, 2015).

"We need to have a clear strategy of intent and then we need to have an intent that says from now onwards this is the percentage of where we are as far as women leadership is concerned. And from this particular period we want increase our women leadership from this particular percentage to this particular percentage and start measuring and monitoring it". (Mr G, July, 2015).

"To take the succession policy, the succession policy to be taken seriously and the employment equity if the position is vacant or when they come and leave to take from this pull to have a women acting instead of having a man acting in that position. Give them opportunity to expose them and give them experiences, challenging and meaningful assignments". (Ms H, July, 2015).

"Its just implement what you have, you have policies in place, you got like your employment equity plans, I think it's just to implement. We have a lack of willingness to implement. You can develop strategies, you can

develop policies but the moment you are going to re-enact to implementation it's just a futile exercise". (Mr I, August, 2015).

"I think it's not only good enough for the City for the organisation to make it possible. I think it's the women themselves within the organisation to really aspire and start really showing that they can do and demonstrating willingness to take up challenges because I don't see it happening a lot from the women's side. I think all the facilities are there they just need to be positively taken from the women's side". (Ms J, August, 2015).

"The City must just concentrate on developing everybody, not only women. They must put a lot of effort into bringing programmes that will make people excel in their current position. So that we take the City to the next level. I think for me the most important thing more than education, it must be the change of mind-set and the change in attitudes". (Ms K, August, 2015).

We got projects nehh, that these guys are going at Wits, those projects to be taken seriously and be implemented because they are City of Johannesburg related projects. They are given topics, they go out and research them, I want them to be implemented, they are not implemented. For Senior leadership programmes, they are given topics to research that are COJ related topics, once they have researched and they have submitted those to the School those projects are to be implemented within the City because they are COJ, these are the topics you know that zoom into the challenges the City is experiencing so they must take the recommendation of those projects and implement even if they are on a trial basis or project basis but they should consider implementing them". (Ms H, July, 2015).

Some of the above strategies have been discussed further in the data analysis and others have been incorporated in the recommendations.

4.7 SUMMARY

The data collected revealed that there was a form of leadership development programmes which women were part of. The City has leadership development programmes for employees at management levels which are delivered through the Wits Business School. This study did not go further to investigate the factors leading to the dearth of leadership development of women in the City as the findings indicated that there was a form of leadership development of women.

The study revealed that women were recognised in the recruitment into leadership roles. However, this was contrary to the figures presented which indicated that women are still under-represented in top and senior management levels as they accounted for less than 40% in these levels. Furthermore, the study revealed that there were no policies on women empowerment but there were existing policies such as the gender policy, the succession plan, the training and development policy and the employment equity plan which can help in developing women.

In closing the findings revealed that there was more that the City should consider doing in the development of women into leadership structures. Based on the respondents' views and perceptions on the leadership development of women in the City, the researcher will in the next chapter analyse the research findings.

CHAPTER FIVE
INTERPRETATION AND ANALYSIS OF THE RESEARCH FINDINGS

5.1 INTRODUCTION

In this chapter the researcher presents interpretation and analysis of the findings from the previous chapter. Literature review from chapter 2 of the research was used to analyse and interpret the findings with a particular focus on the conceptual framework. The interpretation and analysis of the findings was guided by the purpose of the study, which was to explore the leadership development of women in the City of Johannesburg, with particular attention given to their development into leadership structures. To interpret these findings the researcher allocated themes as outlined from the previous chapter, in relation to the study's research questions. The researcher used thematic data analysis in order to generate codes from the transcripts of the respondents. The following themes were generated and are discussed in this chapter:

- The presentation of women in leadership structures;
- Leadership development;
- Support;
- Resources;
- Policies; and
- Strategies for consideration.

The study revealed that there were leadership development programmes for the City of Johannesburg. These programmes were part of the training and development of employees with the City of Johannesburg, which were from top manager level to lower manager level (level 1 to level 7). This study revealed that women were given preference in the intake for the programmes at Wits

University. In addition, formal training (Wits leadership programmes) and informal mentoring were the leadership processes used in the leadership development of women. This study found that women are still under-represented in other leadership structures within the City as compared to their counterparts.

5.1.1 The presentation of women in leadership structures

This study validates the premise by Hopkins *et al* (2008) that there is low representation of women in leadership roles in many organisations. This study revealed that the representation of women in middle and lower management is still limited. The finding from the Employment Equity targets provided evidence to support the researcher's premise that there is under-representation of women in leadership structures. Furthermore, the findings were consistent with the United Nation's findings in 2010 that, "Around the world, a lack of gender balance in decision-making positions in government persists" (United Nations, 2010: x). Therefore, there is a need for the City of Johannesburg to develop women into leadership roles to address such gaps.

It was also learnt through some of the respondents that there was low representation of women in the leadership roles. In terms of the representation into leadership structures there is more that the City should do.

Conversely this study established that the presentation of women in the Mayoral Committee was relatively equally represented. Women in the Mayoral Committee formed about 50% in terms of their representation. It is worth noting that the City of Johannesburg has a political majority which is the African National Congress and the MMCs are elected into political positions. The relatively good representation of women in the Mayoral Committee is supported by Vetten *et al* (2012) who states that the ANC has a gender quota of 30% women in leadership roles which was established in 1993.

There has been a commitment adhered to by the City regarding the gender quota policy of the ruling party in terms of the representation of women in government; this is evident in the political appointments. In terms of the political participation of women in the City, women were fairly represented with reference to the Members of the Mayoral Committee.

This study did not go beyond obtaining data of the Ward Councillors as they were not part of the study. It is clear that the MMC has a gender spilt of 50/50 which is beyond the 30% ANC gender quota. However, the leadership development of Members of the Mayoral Committee was unknown, nor was it known whether women at this level were given necessary support and training in the positions they held.

5.1.2 Leadership development

This study was based on the premise that there was a dearth of leadership development of women in the City. Conversely the study found that there were leadership development programmes which ran through the University of the Witwatersrand. However, these particular leadership development programmes were not particularly focused on women but were open for all the management staff within the City. These leadership development programmes were categorised into the senior, future and management programmes. The courses ran for approximately five to nine months with an attendance of three to five days per month (www.wbs.ac.za). This study did not go further to investigate the effect these leadership development programmes may have on organisations and on individuals. However, Tsyganenko (2014) in a study conducted on a single company, stated that the leadership development programme resulted in a noticeable change in that organisation and individual managers who had attended that leadership development programmes for one year (Tsyganenko, 2014). This is supported by Gallie *et al* (2012), who highlights that leadership development emphasizes enhancing and protecting human capital within an organisation.

Similar to the leadership development programs in the City of Johannesburg, some of these programmes, such as the Senior Leadership Development take approximately eight months. It thus becomes expected that these leadership development programmes may have tangible changes in the City and the individuals, including the women who attended.

Day (2000) asserts that leadership development is a complex phenomenon, and based on the findings of this study they support Day's statement. Leadership development cannot follow a linear process. The City should have an in-house leadership development programme which is mainly focusing on equipping the leaders with relevant skills and experiences of the organisation. The findings revealed that much of the learning of leadership for employees was through leadership courses conducted by the University of the Witwatersrand. However, based on the literature, leadership development should not only be limited to the formal training of sending employees to courses.

Wilson *et al* (2010) observed that much of the learning should come from on-the-job experience, problem-solving and feedback and that only 10% of the training and development should come from formal training (Wilson *et al*, 2010). The researcher agrees with this writer in part, in that formal training has a significant role to play in leadership development but the issue about formal training is that much of it is based on theory while on-the-job-experience is based on practice. This is supported by Stout-Rostron (2014:131) who observes that, "Learning from experience from the organisation is one key to success".

This study did not go further to explore the effects of the leadership development programmes thus far in the organisation as it was not part of this study. The interviews were also not conducted with the employees who attended these programmes previously to establish the effect the programme had on them. A set of scholars in leadership development emphasise that there are other leadership development processes in the growth of a leader. They included coaching,

mentoring, 360-degree feedback, job assessment and action learning (Day *et al*, 2014; Hopkins *et al*, 2008; Galli et al, 2012).

The researcher observed that some of the leadership development processes were not outlined during the data collection with the respondents. There are two possible explanations, the first being that the other leadership development processes did not exist in the City of Johannesburg. The second explanation is that the researcher omitted the question on the other leadership development processes in the interview guide during the interview.

5.1.3 Support

The study established from the women in leadership positions that they have received mentoring even though it was just on an informal basis. The findings of this study are aligned to Day's view (2000) that mentoring can occur formal or informally (Day, 2000). The studies by Day (2000) and Wilson (2010) assert that the purpose of mentoring is to groom an individual by providing them with the relevant skills and providing motivation and guidance to the protégé. Furthermore, Hopkins highlights that mentoring enhances learning and career development (Hopkins, 2008). In addition, Herholdt (2012) explains that, "Mentoring should be embraced as a vehicle for personal development by those benefiting from it. Mentees should exhibit particular qualities and demonstrate 'character' in order to maximise a relationship that could potentially make a significant impact in and on their lives and careers. Yet for mentoring to be "profitable", the relationship needs to be characterised by common ground, high levels of trust and openness that is reciprocal over time" (Herholdt, 2012:59).

This study revealed that one of the leadership processes (mentoring) was embedded in the succession plan whereas the findings from Human Resources revealed that succession planning in the City is not implemented. Nonetheless the implementation of the plan in the City could have a positive effect on the leadership development as it has had on the other women as alluded to through the

informal mentoring they have received. The implementation of succession planning will allow for mentoring to be implemented formally within the organisation. Furthermore, these women explained that they have received support through their career from their superiors. This superior support can be regarded as part of mentoring as it gives guidance and motivation to the protégé.

5.1.4 Resources

Human capital in an organisation is enhanced by organisations investing in training and developing of staff members through leadership development programmes (Day, 2000). The findings have been supported by Day's (2000) argument on the investment of organisations on training and development. The City has been investing in the advancement of the employees through its training and development policy. It was found in the leadership development programmes and the subsidised education that there has been investment of staff though their development. However, the matter of resources was not an objective of the study and therefore the researcher did not seek to establish what may have been spent by the City towards the development of staff members.

5.1.5 Policies

This study revealed there are policies in the City which have possibilities to assist in the empowerment of women into leadership structures. To begin with, the respondents indicated that the Employment Equity plan was effective in the recruitment of women into leadership roles. They explained that there are women, making particular reference to the Development Planning department, who are now being appointed in leadership structures. Furthermore, they indicated that they have been seeing changes happening regarding the preference of women in the leadership roles. However, the low number in the representation requires that the City should escalate the development of women in order to balance the numbers.

On the other hand, Human Resources indicated that there are other policies that can be helpful in the leadership development of women, such as the succession planning policy. However, they indicated this policy was not being implemented within the City. Policies are fundamental in driving an organisation's effectiveness, provided that the policies are implemented accordingly. The succession planning framework indicated that it is underpinned by coaching, mentoring, empowering and sponsoring. These tools can assist in the development of women if they inform the policies. Succession plans provide a map in guiding career development within an organisation with regard to career progression. Stout-Rostron (2014:153) asserts that, "Career progression emphasised the need for career planning, being provided with and developing career direction, gaining skills and education to progress careers".

Furthermore, to complement these finding regarding coaching for developing a leader, Ladegard *et al* (2014) assert that coaching is a one-on-one counselling of individuals (namely the executives, leaders and managers) to improve their leadership effectiveness (Ladegard *et al*, 2014). Coaching as a tool was embedded in the Performance Management through the individual scorecard of all the employees in the City. The coaching has to be done to improve performance in the organisation and to provide guidance to an individual.

This study has revealed through the document analysis and findings from Human Resources persons that the City of Johannesburg has relatively good policies, but the implementation of these policies from the researcher's observations and the findings is not strong. As indicated by Mr G, Human Resources has the role of facilitating such processes, but the approval must come from senior management. They indicated that there is lack of commitment to these policies such as the Talent Acquisition policy, succession plan, and gender policy to name a few. The analysis is that the implementation of the current policies in the City will impact positively on the advancement of women into leadership structures. Based on the findings of this study, employment equity plans indicate effectiveness in

recruitment of women into leadership structures in terms of the targets presented, although it is evident that the plan is lagging on the targets.

5.1.6 Strategies for consideration

There have been strategies proposed for consideration by respondents for the development of women into leadership structures. Some of the respondents stated that the City should have a type of workshop and networking sessions for the women for the sole purpose of developing them. To enhance these findings Day (2000) and Galli (2012) argue that networking is mainly about forming committees and sharing information and expertise with an organisation (Day, 2000; Galli *et al*, 2012). One respondent indicated that men in the City should be part of the workshops. Another respondent proposed that the City should have development programmes that will assist women, the City should identify individuals that can coach and mentor them and have succession planning strategies in place and make it easy for women to move upwards (Mr G, July, 2015). In supplementing these proposed strategies, Ledegard (2014) highlights that the purpose of leadership coaching is the leader's leadership effectiveness. Nevertheless, the success of these strategies will depend mostly on the implementation of the existing policies in the City with a strong focus on women.

While some respondents proposed that the City should develop both genders for the leadership development, one respondent added that the single gender empowerment will in future have a detrimental effect in the organisation. However, the author of this report believes that this strategy can be considered in conjunction with the monitoring and evaluation of the development of women so as to avoid any over-representation and emphasis on one gender over the other.

5.2 SUMMARY

This chapter of the study revealed that there were leadership development programmes which were part of the training and development of employees at management level. The women were the main focus when it came to the selection of participants of these leadership development programmes from the University of the Witwatersrand. The leadership development was not exclusively for women but women were given preference over their male counterparts. These findings contradicted the researcher's premises in part which was that there was a dearth of leadership development of women in the City. The findings also revealed that apart from training as a tool for leadership development there were not enough tools employed regarding the leadership development of women in general. The analysis suggested that other leadership development tools such as mentoring, coaching and job assignments are necessary for the development of women into leadership structures.

This study has revealed that there was under-representation of women in leadership structures in the City of Johannesburg. This is evident from the Employment Equity plan that women are under-represented. Despite this knowledge, there has been an indication that there are improvements being made by the City in terms of women empowerment. The leadership development of women cannot be examined without noting the numbers. The numbers gave an indication as to what has been done in the development of women. The representation of women in the City in relation to the existing policies in South Africa regarding women empowerment indicates that the City was slow with regard to women empowerment. The year 2015 marked the target regarding the Millennium Development Goals (MDGs), one of which was on the empowerment of women. It was evident from the failure in reaching the particular MDG target that government needs to accelerate women empowerment in all spheres of government.

5.3 AREAS OF IMPROVEMENT

There are challenges experienced by the City of Johannesburg regarding the empowerment and leadership development of women. The City, as with any other organisation, faces challenges which can be addressed. The researcher highlighted the areas of improvement for the City regarding women empowerment. These are the weaknesses identified while conducting this study.

The Human Resources Department functions operate in silos. For example, according to the Human Resources personnel, Employment Equity, training and development and talent acquisition are located in different units within the City. During the data collection for this study there were units within the Human Resources Department trying to achieve the same goals but not communicating with each other. Furthermore, there has been evidence of duplication of functions in some of these units. The researcher suggests that there should be co-ordination within the Human Resources department and open communication with other departments within the City regarding the development of employees. This is so as to measure progress made by the City and to avoid duplication of the functions and resources with the City.

In terms of the document analysis, the City was still lagging regarding gender parity in senior and top management. There was continued under-representation of women in these levels of management. The challenge was that there was a lack of clear strategy in place regarding how the gaps are to be filled, particularly in the leadership roles. The EE plan has targets to reach but there was no detailed strategy for reaching the targets. The City needs to acknowledge the pressing need to develop women into leadership structures. The focus of the City was more on the recruitment aspects whereas the focus should also be on the development aspect of development of women.

The other challenge in the City was a lack of monitoring and evaluation regarding the empowerment of women in the City. There was no cluster within the City

which was focused on women empowerment. The relevance of this unit would be to monitor progress regarding women empowerment. Not only will this unit monitor, it will also be responsible for the development of women. This unit will work in collaboration with the Human Resources department.

The leadership development of women in the City was limited to educational institutions and service providers. The City has other forms of leadership training where an external service provider offers approximately three-day courses on leadership and management. The challenge regarding development should not only be limited to educational institutions but there should be on-the-job training offered by the organisation.

There was a lack of measuring systems within the City regarding the effectiveness of the leadership development programmes. The leadership development programmes should result in the improved effectiveness in the organisation. While the City trains its employees there should be visibility in the effectiveness of those programmes for employees and the organisation.

To develop women in the organisation, the City should complement the educational training with on-the-job- training. On-the-job training can offer women relevant experience. There is at present a disjuncture between the leadership development programme and on-the-job training. It should be made mandatory that women are given priority regarding acting positions in order to create a pool to select from in closing the existing gaps in senior and top management levels. There should be greater exposure for women for the purposes of equipping women with relevant experience.

The networking of women within the City should not be limited to the month of August. There has been a trend, particularly in government in general, that most networking sessions on women are focused on Women's Month. The City should focus on having bi-annual networking sessions for women with the aim of sharing experiences and knowledge consistently.

The challenge in the City was that the City has many policies that can assist in the empowerment of women but they are not being implemented accordingly. Some of these Human Resources policies are fragmented. In order to reach a common goal there should be commitment from the Office of the Executive Mayor and the Office of the City Manager for efforts regarding the empowerment of women.

The other part of the training and development for the City was that employees were sent to study courses that can potentially benefit the Council. The challenge in most cases was that the City does not appear to fully utilise its investment. There was no platform created for the employees to take what they have learned from institution likes the Wits Business School back to the organisation to create a competitive advantage. There was a significant number in the form of human capital who, when given an opportunity, can improve systems within the City from what they have learned through training and development.

CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The primary objective of the study was to explore the leadership development of women in the City of Johannesburg, with particular attention on their development into leadership structures. There have been studies conducted in the City of Johannesburg but none of these studies focused on exploring the leadership development of women in the City. The City of Johannesburg is one of the Metropolitan Municipalities within the country. The significance of this study has been on the basis that women empowerment in South Africa is one of the top priorities of government and that all spheres of government needed to play a role in their empowerment. However, there has been a paucity of researcher on women's development and empowerment in local government.

The issue of women empowerment and women representation seems to be an international challenge. South Africa is a signatory to the institutional structures such the African Union Solemn Declaration on Gender Equality in Africa and the SADC Protocol on Gender and Development, amongst others, which aim to empower women and promote women's rights and gender equity. When comparing South Africa to the rest of the world, South Africa was ranked in the top 10 in the world regarding the representation of women in parliament. The indicator used was the number of women who occupied seats in parliament. There has been limited information on women in the other spheres of government.

The City of Johannesburg as a sphere of government has a mandate with regard to the empowerment and development of women. This study was based on the leadership development of women in the City of Johannesburg, namely women from the level of professionally qualified to the top management level. This study

was driven by the problem statement, purpose statement and research questions which are explained below.

6.1.1 PROBLEM STATEMENT

In the midst of policies and frameworks on the empowerment of women, there remains a dearth of leadership development of women in the City of Johannesburg. Women empowerment has not been given the needed attention and commitment. There has been an observation from the researcher over the past eight years working in the organisation that leadership development of women into leadership structures was slow. Additionally, women were still under-represented in leadership structures in the City. Lack of development programmes to empower women with relevant experience, skills, attitudes, among others, were some of the challenges faced by women in occupying leadership roles. Women are still under-presented in leadership as the leadership is a domain still associated with males (Latu *et al*, 2013). The focus of women in leadership roles has mostly been in terms of numbers, but a shift should consider the enskilling of women with necessary skills, expertise and attitudes. The focus of the study was on the leadership development of women from skilled and academically qualified levels to top management level. Studies have been done in the leadership development of women but there was a paucity of research done in South African local government. The results of this study will assist the City of Johannesburg in the planning processes, adhering to women empowerment policies in the upper tiers of government and breaking the barriers through empowerment and development of women as well as improving policies.

6.1.2 PURPOSE STATEMENT

The purpose of the study was to investigate the factors which led to the dearth of leadership development of women into leadership roles in the City of Johannesburg. This paper interpreted and analysed the findings on leadership

development of women. The study presented the recommendations and strategies that can be adopted for the development of women into leadership roles.

6.1.3 RESEARCH QUESTIONS

The questions to be addressed were the following:

1. What are the factors which lead to the dearth of leadership development of women in the City of Johannesburg?
2. What are the strategies for consideration in the implementation of leadership development in the City of Johannesburg?
3. To what extent can policies within the City of Johannesburg promote the leadership development of women?

6.2 LITERATURE REVIEW

In order to explore the leadership development of women, scholarly literature was reviewed with the aim of understanding the development of women into leadership structures. Much of the literature was from articles on leadership and women empowerment. The researcher's source of data derived from journal articles and books which were obtained from the University of the Witwatersrand database.

The arguments around leadership suggested that leadership was a complex phenomenon and that the meaning of leadership meaning was different to different people. For the purposes of this study the women were defined as leaders when referring to leader development. Due to lack of time and the length of the research report, the researcher had to be selective and precise in selecting theories for this study. In the context of leadership theories, the researcher selected four theories which were considered relevant in empowerment and development of employees in an organisation.

The leadership theories reviewed included authentic leadership, transactional leadership, transformational leadership and leadership development. These literature theories were reviewed with the purpose of critically engaging with how these theories can help in the development of women into leadership structures. In the review of these theories, namely the authentic, transactional and transformation theories, these proved to be irrelevant for the purpose of the development of women into leadership roles. Leadership development became the relevant theory and was used as a conceptual framework for this study.

Literature suggests that there were leadership development processes in developing leaders. These leadership development processes include mentoring, 360-degree feedback, coaching, job assignment, networking and action learning. These processes focused on developing a leader, with much attention focused on an individual. The leadership development did not take an holistic approach in developing of leaders, as compared to other theories such as the transformational theory. The leadership development was detailed regarding the development of leaders. Some of the deficit of leadership development was that its processes were variable from organisation to organisation. In addition, some of its processes might need more resources, time and human capital. For example, for mentoring to occur there should be a mentor in place to give mentoring to the protégé, and both need willingness and time for the process to materialise. The other example was that not all the jobs can offer on-the-job assignments and this was where an individual was assigned to work in a different space or sector to acquire the necessary experience or knowledge.

6.3 METHODOLOGY

The study employed a qualitative research method; this method was adopted with the purpose of providing rich data from the respondents. Furthermore, this method allowed the researcher to be the main instrument in the analysis of data and allowed for flexibility in terms of data collection. The primary source of the data collection was face-to-face interviews which were all recorded. The secondary data used for this study included the City of Johannesburg official documents,

websites and brochures with the aim of triangulation and getting insight into the topic chosen.

The researcher mainly used a non-random purposive sampling for selecting the respondents. This was because the researcher had reasons for selecting the targeted respondents as different respondents were able to give their different perceptions of the topic in hand. The researcher also used snowballing as other targeted respondents were not available for this study. A total of 12 respondents were targeted for this study but only 11 respondents were interviewed. The one respondent was omitted as there was difficulty in securing an appointment with the person. The sample consisted of three Human Resources staff, four women in leadership positions and four management level staff. The Human Resources staff were targeted to understand the policies and initiatives for the development of women as their mandate on human capital, while the women occupying leadership positions were targeted to understand what they had to do to reach where they are. In addition to understand the role the City has played in reaching their positions. Finally, management was targeted to get an insight into the leadership development of women from their perspective.

The 11 respondents were asked slightly different questions during the interviews. The reason for this was that the researcher wanted to get different views as all the respondents were from different units within the organisation. The researcher was also focused on the diverse comments the respondents would have on the topic. To analyse, data was coded and themes identified. The themes were generated amongst the group of respondents and amongst all the respondents.

6.4 RESEARCH FINDINGS

This study revealed that women were under-represented in senior and top management levels. The women accounted for less than 40% of these management levels. Moreover, the findings revealed that there have been strides made by the City regarding the empowerment of women. The findings revealed

that there was 50/50 gender parity within the Members of the Mayoral Committee.

These findings also highlighted that there were leadership development programmes run by the Wits Business School for management. These programmes included the Future Leaders Development (FLD), Senior Leaders Development (SLD) and Management Leaders Development (MLD). In the intake of the participants for these leadership development programmes, there has been evidence to suggest that women were prioritised by allowing more women to attend these courses than men. However, the leadership development programmes were not intended only for women but for all the employees at management levels.

Furthermore, the research findings revealed that the City of Johannesburg has policies which could help in developing women into leadership structures. However, the findings suggested that some of these policies were not fully implemented within the City in promoting women, let alone the employees. Some of the policies which were mentioned included training and development policy, talent acquisition, succession planning and employment equity plan. The employment equity plan revealed that the City was still lagging in reaching its targets.

This study further revealed that there are resources within the City regarding the development and training of its employees. The findings of the study highlighted that financial support exists within the City for employees who wished to empower themselves. The process was that employees needed to apply for financial support in the form of a bursary.

The findings from women in leadership structures indicated that they have gained some form of support in reaching their positions, both formally and informally. The support has also been both within and outside of the organisation.

In conclusion, the findings indicated that there was a form of leadership development in the City through the leadership development programmes presented at the Wits Business School in which women are given preference in regard to the intake.

6.5 DATA ANALYSIS

Data were analysed using thematic data analysis. The transcripts were coded and themes emerged from the codes. There were themes which emerged during the data analysis, which were the presentation of women in leadership structures, leadership development, policies, resources and leadership development.

This study revealed that in terms of the presentation of women, women were still under-represented in the top and senior management levels in the City of Johannesburg. These findings were in consistent with the United Nations in 2010 which asserted that women were still under-represented in decision-making roles. However, the findings also revealed that in terms of the Members of the Mayoral Committee, women were fairly represented and this was aligned with the ANC gender quota.

This study further revealed the City of Johannesburg was committed to enhance and promote its human capital through training and development. This was evident from the leadership development programmes for employees which were conducted through the Wits Business School. There was also three-day training and courses offered through the City of Johannesburg for all the employees through the individual learning plans and subsidised education. Furthermore, this study revealed that there was an over-emphasis which was put on academic learning as opposed to on-the-job training. This was contrary to Wilson *et al* (2010) and Stout-Rostron (2014) who affirmed that there should be emphasis on on-the-job training in the organisation as this provides pivotal experience for an individual.

In addition, this study revealed that women who occupied leadership roles within the City had received some form of support in reaching their positions. The support received was both informal and formal and has been both within the organisation and outside of the organisation. Support was highlighted by Day (2000) as one of the leadership development processes necessary for leader development.

This study went further to reveal the issue of resources within the City. The City of Johannesburg invested in training and development of its employees and offered subsided education for employees who wished to develop themselves further over and above the training the City offered.

When examining the policies in the City, the findings suggest that the existing policies can help in promoting women and empowering them with relevant skills and experiences. There should be deliberate efforts made on the implementation of the current policies in the City as well as strategies in place aligned to the existing policies which will focus on the development of women in leadership roles.

This study presented the strategies for consideration by the City which were in line with the study's conceptual framework and the findings of this study from the respondents.

6.6 CONCLUSION

This chapter has drawn conclusions from the study in accordance with the findings and data analysis as presented in chapters four and five respectively. Furthermore, this study will give recommendations for consideration for the City of Johannesburg.

6.7 RECOMMENDATIONS

The researcher will give recommendations based on the findings and analysis of data. The recommendations will be given to the City of Johannesburg, the Gauteng Province, South Africa and Africa regarding the leadership development of women, as presented below.

6.7.1 Recommendations for the City of Johannesburg

The researcher recommends that there should joint efforts by all the stakeholders involved in developing women in leadership structures in the City of Johannesburg. There should be a cluster responsible for the leadership development of women. This cluster will monitor and evaluate the leadership development of women and be responsible for the co-ordination and implementation of policies within the City that are aimed at empowering women. The challenges in the implementation of women leadership development will be addressed in this cluster.

It is recommended that the City should have a clear strategy by identifying where the development of women should happen and set realistic goals. The City should accelerate the development of women in order to close the existing gaps.

It is recommended that in order to advance women, the City of Johannesburg should give women the first preference in acting posts for the vacant leadership positions in the City, with the aim of furnishing the women with relevant and necessary experience. This can be achieved by having enabling policies in Human Resources so as to create a pool of women who have potential for assuming future leadership roles.

It is recommended that the implementation of the current policies becomes prioritised to ensure that leadership development processes should happen within

the City. These processes include mentoring, on-the-job training, coaching, 360-degree feedback, amongst others, that will assist in developing women. An in-house leadership development programme can be initiated from the City Manager's office as a way to empower women within the City, recruit them into leadership positions, and retain them.

It is recommended that mentoring and coaching be implemented within the City. The City should create scorecards which emphasise mentoring and coaching and evidence should be produced on the protégé mentored for each financial year. The Human Resources will have a mandate to ensure that this is implemented.

It is recommended that the City should measure the progress of the development of women into leadership structures. The City of Johannesburg should have bi-annual workshops for women as a minimum, with the purpose being for networking purposes for women in leadership.

It has become apparent from the findings of the study that the City has sufficient resources for training and development of its employees. It is recommended therefore that an evaluation be undertaken by the City on the courses aimed at strengthening human capital within the City. The City should provide courses that will give the organisation a competitive advantage. In this case, leadership development has been proven to give a competitive advantage in many organisations. The employees sent to these leadership programmes should be allowed to implement training in the organisation which they have learned in academic institutions.

It is recommended that after an employee has been appointed into a leadership position, the City should make it compulsory that they attend the leadership development programmes within three (3) years from their appointment. This applies to both males and females. The appointments should not focus only on numbers but on employees' development in leadership roles.

There should be alignment of policies of the National, Provincial and Local tiers of government. These departments should not operate in silos in relation to the development of women. For example, the Gender Focal point as initiated in the Gauteng Provincial Strategic Policy Framework on Gender Equity and Women Empowerment shall be enforced and be adopted by the City of Johannesburg in their policies relating to women empowerment and gender equity.

6.7.2 Recommendations for Gauteng Province

It is firstly recommended that the Gauteng Provincial Strategic Policy Framework on Gender Equality and Women Empowerment policy is fully enforced and implemented. The Provincial government should provide support to the local government in the empowerment of women. It is recommended that the Gauteng Province should create a task team which its mandated to provide an oversight role for municipalities regarding the empowerment of women.

Secondly, it is recommended that there should be monitoring and evaluation of gender equity and empowerment from the Provincial Government.

6.7.3 Recommendations for South Africa

It is recommended that proactive efforts be made on the empowerment of women. There should evidence of women in decision-making roles in all spheres of government. The women form the majority in society therefore that should translate to equivalence in the decision-making roles.

It is recommended that Employment Equity offices work collaboratively with training and development authorities (SETAs) in reaching its targets.
South Africa hosted the African Union in March 2015 regarding the declaration of 2015 as the year of gender equity and women empowerment on its vision of Agenda 2063. Therefore it is recommended that an example be set by the host country namely South Africa in reaching the goals set.

6.7.4 Recommendations for Africa

It is recommended that other countries became signatories to the structures focused on development of women. The development of women should not only be limited to organisations, but all the other institutions of government should focus on developing young girls and women. Deliberate policies should be created to develop women in decision-making roles. Women should be given support from an early age so to change course. These girls and women should be supported through education which is important for their development.

The African Union in its declaration of 2015 as the year of gender equity and women empowerment in accordance with its vision Agenda 2063 states that the focus of the continent should include having academics, organisations in Africa, and government to help Africa in the empowerment of women. There should be vigorous support given to Africa so to ensure that women are represented in a highly visible manner.

6.8 FUTURE RESEARCH

Further research should be conducted to understand the low representation of women in leadership positions in the City of Johannesburg. It was revealed through the Employment Equity Report that in 2014 in the City of Johannesburg women accounted for less than 40% of the top and senior managerial positions. It is recommended that further research be undertaken to establish the reasons for this in a context where the policies are positive. It is recommended that a situational analysis be done to examine the critical issues that impede the progression of women.

In addition, the research should be conducted to understand the effects of leadership development programmes in the City of Johannesburg. A longitudinal study is recommended in understanding the impact of these programmes.

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ANNEXURES

Annexure A: Interview Guide

Women candidates:

General Information of respondents

Respondent Number		
Date of the interview		
Year in the organisation		
Level in the organisation		

1. What inspired you to work for the City of Johannesburg?
2. Is there a leadership development of women in the City of Johannesburg? / Are women developed into leadership positions in the City of Johannesburg?
3. Follow up question… How or Why do you think this is the case? How do we over the gaps in the presentation of women?
4. What is the City doing right in the leadership development of women

   What is the City doing wrong in the leadership development of women?
5. How is the presentation of women into leadership structures in the City of Johannesburg?
6. What are your experiences of being women who occupy this position?
7. How did you manage to reach this position?
8. What did you overcome to get where you are?
9. Are you aware of any policies which are directed at promoting of women into leadership structures? Follow up, to what extend can they help in developing women?
10. What strategies does the City of Johannesburg have in the leadership development of women?
11. What would you advise the City of Johannesburg regarding the development of women and empowerment of women
12. In closing, any additional comments regarding the leadership development of women in the City of Johannesburg?

Human Resources

General Information of respondents

Respondent Number		
Date of the interview		
Year in the organisation		
Level in the organisation		

1) What inspired you to work for the City of Johannesburg?
1) Is there a leadership development of women in the City of Johannesburg? / Are women developed into leadership positions in the City of Johannesburg?

13. Follow up question… How or Why do you think this is the case?
14. What is the City doing right in the leadership development of women
    What is the City doing wrong in the leadership development of women?
15. How is the presentation of women into leadership structures in the City of Johannesburg?
16. How is the presentation of women in leadership structures within the City? How have the trend been looking from the past 5 years?
17. Are women doing enough in terms of performance, education, etc. to get themselves recognized for leadership roles?
18. What, other policies does the City have which are directed at the promotion of women into leadership structures?
19. What is the role of the employment equity in the development of women?
20. What strategies does the City of Johannesburg have in the leadership development of women?
21. What would you advise the City of Johannesburg regarding the development of women and empowerment of women?

In closing, any additional comments regarding the leadership development of women in the City of Johannesburg?

General Management

General Information of respondents

Respondent Number		
Date of the interview		
Year in the organisation		
Level in the organisation		

22. What inspired you to work for the City of Johannesburg?

23. Is there a leadership development of women in the City of Johannesburg? / Are women developed into leadership positions in the City of Johannesburg?
24. Follow up question… How or Why do you think this is the case?
25. What is the City doing right in the leadership development of women
    What is the City doing wrong in the leadership development of women?
26. How is the presentation of women into leadership structures in the City of Johannesburg?

27. Are you aware of any policies which are directed at promoting of women into leadership structures? Follow up, to what extend can they help in developing women?

28. What strategies does the City of Johannesburg have in the leadership development of women?

29. What would you advise the City of Johannesburg regarding the development of women and empowerment of women?
30. In closing, any additional comments regarding the leadership development of women in the City of Johannesburg

Annexure B: Consent form

I am currently registered with the University of Witwatersrand doing MM (Master in Management). I am conducting a study entitled: "Women *Leadership Development in the City of Johannesburg".* Part of this research requires the collection of data which is a requirement for the completion of my degree. This research is supervised at Wits School of Governance by Dr M.J Matshabaphala.

I am inviting you participate in this study this participation is entirely voluntary. I hope the findings of this study will enhance knowledge on the issue of women leadership development in the City of Johannesburg.

If you would like to participate in this study you will be required to give consent. The interview will be audio recorded. All information will be confidential and no identifiable data will be included in the study. Please note that the information gathered will solely be used for the purpose of this research.

Should you wish to participate after reading this information sheet, please sign in to indicate you consent to participate in the study, and hand in the form. Kindly ask if you require any clarity or further information with regard to this study by contacting me on 0820913829/ email: mafusis@joburg.org.za. Your support will be highly appreciated.

I…… (Full names of participant) hereby consent to participate in the research project. I understand that I am at liberty to withdraw from this study at any time should I wish to.