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Strategic leadership and employee engagement at the University of the Witwatersrand

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19th October – 10:30
Respondent 1
White, Female, Senior Level Management

1. I come from a conservative Afrikaaner upbringing. I was brought up on a farm. Very small town. My family Afrikaans speaking. I went to an Afrikaans school. It was quite a culture shock when i came to Wits as a student. My sister and I were the first people to attend university. I came from a low middle class upbring. Can't say i ever went hungry. Money was not plentiful. Even now money has not played a vital role in my life. Coming to university I had very strong work ethics. Probably part of my upbringing, being farmers we knew we had to work very hard to produce anything. I still carry that with me. sometimes to my disadvantage as i expect the same from other people. Very much a moral upbringing. I have some strong views on honesty and integrity, sometimes also to my disadvantage in the workplace but that's part of my upbringing. After having finished my degree here i went into teaching because that was a away i could pay for my education. I took a bursary from the Dept of Education and that was how i was able to attend University and then i went into teaching. I was in teaching for a good five years and I joined J&J where i went into the public relations field and i spent a few years there then went back to teaching. , and then joined Wits. . I kinda had a passion, i hate to use the word passion. I feel very strongly about education. Wanting to make a difference. Not on a grand scale not into the limelight stuff, but i certainly...its what keeps me going. Every morning when i wake up i know that in a small way i will make a difference to somebody, so if it means i am helping somebody with an application or giving somebody some career advice, that's always been there for me, when i was a teacher, when i came to Wits. So i have always wanted to be involved with young people and kinda wanting to make a difference. In terms of where i am today with that, i am probably a bit removed from the normal everyday interaction but i try to stay in touch with it. But i always try to stay in touch with students. Yes

2. I have been with Wits now 16 years. I came to Wits in a very different role. I came as the VC functions and events assistant to organise his events all the public relations activities around that. I came in in that capacity and i was there for two years before i was seconded to FCLM as Assistant Registrar.

3. Difficult to compare education to the private sector. High advantages, Lot less cut throat. Develop very collegial relations. Private much more cut throat and because money is the driver people will do things to each other to get on top of each other. The advantage about an educational institution like Wits is that you don't have that type of cut throatness. The disadvantage of that then is that i do find that sometimes the laisse- faire attitude around performance/ work ethics is problematic. That means that people are not motivated and driven and that their work ethics are questionable. I found that the comfort zone levels very high in educational institutions like wits as compared to the private sector. For example, people do things at Wits and they get away with murder that you would never be able to do something like that or behave like that in the private sector. You would lose your job but because many of our people here are so laisse-faire, they know that if they do their job well

or poorly they will still have a job and for me that is problematic. (Me) “So accountability is a big issue? (Respondent) Yah yah

4. Getting my Masters...after many years...but i suppose if i ...there isn’t a defining moment, but there certainly are moments in my career. Probably one of the most pleasurable things was my promotion to Registrar , not so much for the title, but for some of the emails i got from students i had had interactions with five six years ago where because it was in the public domain , i got emails from them congratulating me and saying do you remember you helped me get financial aid or do you remember you told me to do a BA rather than a BCOM. For me that has always been, for me it was a very humbling and gratifying experience.

5. My initial impressions are different to what they are now, im also in a different position. So im kind of..... My initial impressions were that we needed change in our institution and i am a strong believer in change its a good thing to have change. I probably struggled with the way in which the change was implemented. In principle didn’t have a problem with change as i have said to you, wits had got itself in a space where it was pretty much resting on its laurels, comfort zone so i believed in the fact that we needed change and i do think that the new leadership was essential to do that. But i struggled initially in the way in which it was done. Obviously now there has been a bit of settling down, i think that people realise that we are in a different space so there is a little bit more accountability, there is a little bit more awareness, which was good, and also i have had the opportunity to understand a bit better and obviously i am in a different position, and have a different relationship now with the new leadership. So i am apart of that new leadership, and i am cognisant of that so i feel more comfortable with it now then i felt lets say last year this time. *(Me - Probe) so when you say the way the change happened in what way do you mean the way the change happened, was it the way it was introduced to people at large and the immediate kind of directives they were given, or the requirements and expectations, was it the way it was delivered or the actual expectations itself? (*Respondent) – think it was the way it was delivered, i also think there was , its not a criticism, its a different style of leadership, i think especially compared to the leadership we were used to , they are almost poles apart, but it was also for me i place alot on listening, and there was a sense of everything needed to be fixed straight away regardless of what previous practices had been or previous norms had been, it must change and it must change now. Instead of acclimatizing people . People could say thats the way to do it, so im not necessarily wanting to get into the debate on how change should happen but from where i , my position, our stance was that i felt that it caused a little bit of anxiety in alot of people where it was perhaps not necessary, in some instances it was but in some instances i felt it wasn’t, yah...but as i say i have changed my views a little bit on that. Maybe i am a little bit more tolerant now.

6. I do think the element of micromanagement which is more evident now ...eh...the previous management, previous leadership, there was a sense of you got your job, you must get on and do it, and i will leave you to do it, but somebody could say that that is exactly why it went wrong, too much was entrusted, you know i say that in a measured way because I

think that there is an opportunity to take that on a little bit, a little bit more trust in terms of letting people get on with their jobs and letting them do it, and trusting them to do it.

7. Yah i suppose it has affected me in the sense that it is more in the public domain. Im a driven and action orientated person , so i always want to see and do something and i measure myself. So the new leadership wants this to be more obvious more blatant. IN that whatever target i have set for myself i have to share that with my manager. With my immediate line manager. To a lesser extent , for me its not so much lack of control its more around frustration where you want to be able to say to the leadership slow down a little bit and let me explain but the new leadership is so much results orientated that the process to getting there is sometimes forgotten. And the complexity and challenges to getting tot the result are disregarded or they kind of made to be insignificant *(Me) if things have changed within the institution, the cliental need to also adapt to this change*. (R) – yes definitely.... we in the middle as the expectations are on both sides. Yes i am happy (trajectory of the institution).

8. I wouldn't say much more motivated or much more driven, i do feel the need to show what i am responsible for...but i wouldn't say i needed the motivation form the leadership to do that. What i am appreciating is that people are being held accountable, and that there has been a little bit of a wake up call, or some people who needed it and if the heat is there then maybe people need to move on...i do think many staff members have a sense of entitlement about their jobs ...mmm..i think that many of our staff have very good jobs actually....and take alot for granted...eg leave... the university is very generous with its leave compared to the private sector, and yet many of our staff feel ,,,ehh you know ...i am entitled to that. (Probe – ME) *– So in your opinion do you think that employees are not fully engaged with the trajectory of the university?* (Respondent) - There is no buy in from the wide university community, i think there is buy in from certain constituencies, and certain groups but there is not huge buy in. No I don't feel like a cog in the wheel. I have been here so long. I have very valuable relationships and i think that this is what keeps me here, even if i am not happy in a job, my ties and loyalty to the institution that i don't feel like i am a cog in the wheel. Yah, if not in this organisation, i will always even if i have to leave, i will always look on it fondly, because whether you hate or love Wits its unique, in that way. It kind of shapes ones views thoughts and opinions.

9. I look at myself first ok....for me i would like outthink that i am first and foremost setting an example, in my actions , ,my behaviour, in my talk that i set an example always. I also feel very strongly that i want to be able to trust people so therefore they must be able to trust me , and with that comes credibility. So i place also of emphasis on sincerity, and honesty and to kind of be upfront with people. To me a good leader also listens, and a good leader must be prepared to do something that she or he asks somebody else to do. *(Me – Probe) – in your opinion as we have discussed there are various styles of leadership, and as you said there was in the past a laize faire approach and now we seeing amore situational transformational style...in your view do you think that operational , organisational and people leadership working in tandem, or do you feel there are currently some disjuncture...is the current leadership looking at ways of how these three dimensions have to work*

together? (Respondent) - I think there is a better appreciation of it just recently, from senior leadership, i certainly don't think it was happening to start of with, i think there were areas . There were pockets where it was happening, but there was a disjuncture and particularly around the appreciation for people. I believe there is an acknowledgment from leadership now realising that you can have the best processes and the best systems, but if you don't have the people as part of that , working as you say in tandem, its not gonna work. So as i have said there is a greater appreciation for this and an acknowledgement that , shoo, we need ot make sure we incorporate people into this triangle of ours for it to work.

10. I think we have already started seeing that , that there is a kind of awareness out there in the marketplace, something is different at Wits, so i do think that collectively, remember i feel very strongly that it is not just about one person an institution organisation is always bigger than one person. Yes you may have one person who is the driver who is the trendsetter but it cannot just happen with one person. There has to be that collective. *(Me-Probe) – the driver also has people higher that drives his/her mandate with expectations*) (Respondent) – oh yes definitely. *(Me- Proble) so in your opinion the leadership will take the institution to greater heights. The change will take its time but will receive its end goal* (Respondent) - as i said because of my portfolio i do see , the role that council is playing and the Chair of council, so the VC reporting directly to the Chancellor, so do see that direction, i do see that awareness happening, so yes i do believe it is going to move it forward.

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9th October – 12:00
Respondent 2
Male, Indian, Managerial Level

1&2. I am not formally off Johannesburg, i born and bred in natal Durban done my schooling career down in Durban but my tertiary education was done in Miami, i have been with the auditor general since being with the institution for now four years.

3 Coming from a forensics background and dealing largely with the various municipalities, and municipal governance, coming into the university was wasn't really much of a change for me except a little bit of the culture what i realise is when i got here there were no such things as deadlines, you know, its a very laid back environment although i do strive to ensure that deadlines are met and the staff under my supervision always strive to give off their best at all times. But as i said it isn't, it is a very laid back environment. (**ME- so would you say that accountability has been a major issue with the institution?** (Respondent – yes and no...ehh certain aspects yes accountability seems to be shifting, you know people don't really want to take accountability whether it be for decisions they make however they do take accountability when it per suits them and not when it affects the next person

4 Well working on the fees office is a highlight on its own, the reason why i am saying so is that you get exposed to just about every walk of life in the university and when i say every walk of life i just don't mean form a one on one personal level with students academic staff and faculty by working in fees office i understand well still as how the university runs as a whole as business, how the schools interact with the Faculties , faculties with fees , to finance to financial aid, so i have got a very wide understanding of how the university operates.

5 I going to be very brutal and blunt now, when you say the current leadership are you talking about our current Vice Chancellor? (Me- yeah well as i said at the beginning with the new Vice Chancellor coming in it was sort of the old order replaced by the new so missions and visions, deliverables all that has changed, to a sense i think expectations are vastly different from what they were, you said that their was a very sort of laizze faire feeling to the fees office for instance when you came in but now with the new leadership what's different about them from the old and have they met things that you would have previously wanted to be met but was not but now is being?) Respondent – okay yes there are still quite a few deliverables that i haven't really seen materialise yet under the new leadership...lots of things have been discussed in meetings on a public forum platform which i have been privy to attend unfortunately i haven't really seen that much of a change and like i mentioned earlier with me being this goal driven person i sorta need that support from my seniors which i still need to see., you know, and i am not just saying my immediate seniors i am talking about seniors as a whole, its got to stem from the VC back down to his DVCs and filter down the line which quite honestly i haven't seen yet. There is a whole lot of talk that yes this is going to happen or that is going to happen, and i also understand that it is not going to happen overnight but there should be some progression towards that which clearly there isn't. *(Probe: Okay so you say you have been to these meetings or public forums where*

things have been i wouldn't say promised but committed to, that will take place as the transformation is progressing, but i mean currently where you are right now i wouldn't know if you were part of the past leadership, whether you would have had a semblance of what that was and where it is now but do you think that there is some movement to something that is going to be positive or on the other hand do you think that the change that is coming , things are going to change given that there is a new leader, the approach and the style of leadership is completely different, do you think the change that is being applied now is being carried out the way it should to the people or are employees in a disarray about what to expect , what is still to come and where they fit in with all of this) Respondent – funny enough you mentioned that , i have been asked by my staff, you know they, they are adults, some of them have been here for over 25 years and you know they ask me, they hear this whole talk about change taking place and so far they are yet to see it and unfortunately like i mentioned, i need to have support from the higher powers that be, in order for me to implement change and i think that yes, there is a little bit of change that one can see, but it is also a team effort and you can t just rely on one body to implement that change. Its got to be a collective measure. On the same token if me as a junior was trying to to bring about relevant change i i am not getting the support from my seniors, you know am i in laymans terms "just farting against thunder". Because i have also been part of that bad experience , currently i m acting in this position and no decision has been made as yet and it has been over a year, i mean yes i understand transition takes time but really over a year, you know by now they should have made some concrete decision. Right now my hands are tied, there is so many things i would like ot implement and sort of monitor and make sure to streamline certain business processes which i cant do because i don't know where i stand, if i do the legwork and get things done, what stops senior management from coming in and changing it, saying look sorry whatever you have done is now null and void, we have a new person in here and they got to take it in their direction.

6. Unfortunately for me when i did start here i didn't have much time with the old, as such you know with the old VC and the way the university was operating, the time i joined was when the new transition was taking place, appointing of the new VC so i dont think i would fairly answer that question, what i can say is that , if there is going to be change it has to happen like now. Not five years down the line like our government. I mean we are twenty in to democracy, ANC government and still we are in the same boat where we started off 20 years ago. I don't want to see the university in that same predicament.
7. (a)Mandate of your job – well as i said since i have been here there has been alot of change, i have staff members who have been here for 20 years and one of the staff members who was here for 20 years under the previous management was not even allowed to study , and this is the first time in 20 years that she is actually doing her BCOM degree which i have given her an opportunity to, so u know i mean from my side , if i am implementing change in that way i expect to see the same form my seniors, which i have yet to see.

   (b) Yes i do, some of the timelines that have been allocated to me are rather unrealistic especially because since i have been here , in 2012 we implemented a new computer system, complete new student management system and we still in the teething phase of that system but yet management expects a miracle to be performed at times you know, where they want things to be done in a certain way, but yet when we were doing this whole thing and we asking for input from senior management they weren't really playing a pivotal

role, yet now when they actually need results they come and put pressure on you which you know is impossible and not able to deliver on that and they using that as a measurable against you, and i think that that is unfair. There is a very nice programme on BBC called "back to the floor" where you have top management like CEOs basically going back to their ground roots in their companies, working as a sweeper or whatever the case, undercover in order to see and understand what challenges are faced by their staff and probably then to put measures in place to better that or to assist them with their challenges.

(c) yes i am , look we have done a bit of a benchmark with the leading institutions here in south Africa and i must admit and this is going to sound like me blowing my own trumpet, but from a collection perspective, here at Wits, from a student fees point of view, we have one of the best collection rates in southern Africa. I have also been approached by other institutions, other universities to assist them with recovering of their debt, we are actually prizing ourselves as being the top debt collector and that should be a feather in my cap i would say. (*Probe: but in your opinion, do you think that as you have just said about being the best collectors, are there accolades or recognition from leadership?)* **Respondent**: funny you asked this question. In the past 17 years, my predecessor who was here had not reached the levels i have. In the past year the levels that i have got to, i have actually set the bar pretty high, and i was actually told by my senior he suspected foul play because the figures never looked that good and i actually said to him if you can prove it by all means you are welcome. *Probe : there is trust issues (***Respondent** – there is huge trust issues and yet you diligently doing your job and you giving it your all, and to get a slap in the face you know, from your seniors to say, oh you probably doing something wrong, i mean you know there is no recognition.

8. Yes i am motivated to perform and deliver well. And i was highly motivated up until July this year, i had a pretty bad experience where i went into hospital for an operation and upon my return found that you know that my seniors were actually trying to pull the rug form underneath me and you know doing all sorts of devious practices of appointing people who are under qualified, or who i should say have no qualifications and then expecting me to report to these people, i mean i think that that is something for any professional institution is uncalled for. Look i will tell you what i say to my staff and maybe this is why i got them so motivated, although you work for the institution you got to bear in mind you only a number, if something were to happen to you , if you were sick, i would prefer that you take a day or two stay at home get yourself better , you are no good to me if you are 50% functioning, i would rather have you here 100% but on the same token if you think that i am going to look at you and say "agg this person is sick but came to work" you not doing me a favour or yourself a favour,at the end of the day if something were to happen to you, you willbe replaced tomorrow. *(Probe: you supervise alot of people , in your opinion do some staff feel that they are under duress to come here , kind of come in to clock in and show that am here because of anxiety and fear with the current change that si happening, will i look as though i am not dedicated, or i am taking my job for granted? Are these some of the feelings?* **Respondent :** yah like i said under my predecessor , staff felt stifled, they were not allowed to voice their opinions , they actually felt very threatened to come into the office. A huge number of them would actually stay away , sort of play truant just to be away from the office because it was a very rigid environment. Since i have taken control and been in this position , like i said staff are so motivated that even when they are sick they still want to

come to work. Its now an environment where , they want o be at work . if i cant assist them with something i take it to my seniors, their issues are seen to and wont go unattended i think that is why they value me, they know for a fact if something is given to me to be done, it will be done.

9. For me to be a good leader means you must also be a good follower. And 9 times out of 10 people that are senior levels in leadership roles don't tend to listen to the middle man or the people below them you know they have one visions one direction and that's the way they want to to0go how they get there is irrelevant, with me i work differently, i say to staff this is where i want to be, who can help me to get there and i rely to them, i make it possible for you guys to meet your goals, in order to achieve mine. Its a two way street, as a manager you cannot sit back and say "aag you know what i will get there" im a slave driver but i will get there, that's the attitude you shouldn't have. You got to be open and honest with the staff and disclose , look you cannot disclose everything to them, but things that are relevant to them, for their development you need to disclose it so that they don't go thinking that they are unnoticed, unappreciated. The more appreciate the people below you, the more you will progress. (*Probe: from your general feeling though with the new leadership that has come into play, do you get a sense of the leadership trying to engage with staff on a level where there is some collaboration with what's happening with the change itself so that staff are always in the loop , they feel comfortable or they know what to expect- do you think that leadership is engaging with employees or is there is a disjuncture of what leadership is looking and what staff are expected to deliver on?* **Respondent :** yes i would say there is a bit of a communication barrier, because , look the current VC , yes i appreciate the staff address, , the public addresses that he does, on a regular basis with all staff, but i also think that he should take it upon himself to meet with the senior managers on a one to one and their junior managers. Look not everyone is an extrovert, me i am an extrovert, but there are people out there who are managers but are introverts and you put them in a public forum they wont open their mouth and tell you what they are dissatisfied with. And i think that what needs to be done is one on one. That is something maybe the VC needs to look at .
(*Probe : one of the models that we look at when we talk about leadership is a three dimensional model, that being operational, organisational and people leadership, in your opinion are these working in tandem or focusing too much one one and no the other?*
Respondent: Well look yes, what needs to be done, apart from having that visions, from a VC perspective, he is sitting in a very odd seat, i sympathise with him. I havent personally worked with the current VC, but from what i have been hearing there is more focus on one dimension. , there is not much empathy given to support staff, there is empathy towards academic staff which is very clear as daylight, but yet the back end the support staff i mean look the one has to balance out the other. But the support staff are not getting that empathy from the current VC. I think there needs to be a shift in this approach.
10. In a nutshell i would say our VC has a great visions, and can take us to greater heights, he however needs to look at this holistically. Lets look at the analogy of a hive, if the worker bee is not content, the hive will fall apart, the university might go that route, if the VC does not change his stance as a whole.

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10th October 2014
Respondent 3
Indian, female, Faculty Administrator

1. Tell me about yourself, place of birth, cultural background etc
   First question did you say date of birth or place of birth I was born actua;lly in Zululand in Kwa Zulu Natal , aged 32 , christian. Being born Christian, my parents are Christian. Morals and beliefs, very humbly routed I would like to think . I would like to think that I have high principles in terms of in where I with my relationship with others, very approachable friendly person, professional ,I would like think profesional as well .
2. How long have you been with Wits University? Where were you employed prior to joining this institution
   I completed my masters in social science at UKZN and which I think was in 2007 and did not want to do my phd so started applying for jobs. I applied in wits in 2008 and got my first job in 2009 and worked for Carol Crosley office. That is where we used to recruit matric students and learners into wits.
3. How would you rank the University as an employer? Given you past places of employment?
   I have only worked for Wits for the past 5 years and have never worked anywhere else before so I cannot actually compare.
4. From your commencement date to present what would you say has been the highlight of your time spent at the institution?
   I was on contract in 2009 and I think when I became permanent it was the highlight in my career. The moment I go tinto the faculty of engineering I became a permanent staff member. From then I have been trying to move up the ladder I wanted to be loyal to wits.
5. What was your initial impression of the new leadership of the university?
   and would you say that your expectations have been met?
   Ok so when we first heard about the change we thought ok so this was going to be good. We had a lot of grievances especially at ok how can I say at the level that I am. A person who has just got into wits with a Masters degree with the hope of getting into management positions. I knew that it would be in the near future, perhaps in one or two years with a lot of experience in this specific faculty, so I was excited about that thinking that maybe there would be some change for me in terms of when people are being shortlisted for jobs. We are an academic institution and you would think that they would be looking for people that have some academic background also in addition have experience. But to tell you in all honesty it has been two years now and I cant move forward and I have been shortlisted for many positions, many senior positions but have never gotten the job. People with no qualifications seem to be the ones that get these jobs

   Probe : Do you think that perhaps this is due to the HR internal problems…sort of the old ways have not yet been changed to newer ones that can eliminate these problems? There was an expectation for change to happen.

   Respondent : Maybe it is HR or maybe it is something else. It gets you down, you are a loyal worker at wits and you hope that it will get you somewhere to meet your career objectives, not 10 years or more.

6. What were some of experiences of the past leadership in comparison with current leadership?

I see no difference, in term of leadership NO, in terms of faculty I think that there is more micro management , deadlines to be met, unrealistic deadlines. Things have to be done in 2 days or 3 days. If not done it is escalated, staff are feeling pressurized,overwhelmed and its happening right now. For the better I think not.

7. In your view how has the new leadership affected you as an employee/student?
   Probe:
   - *In relation to the mandate of your job with regards to expectations on deliverables*
     We are feeling overwhelmed , we are feeling like these expectations are unrealistic. We can meet them , yes. But not when you handling more that you should in your portfolio. We are being micro management (Me: is it almost an authoritarian dictatorship….almost held to ransom?)
     Respondent : Yes definitely, if we do not perform there implications and severe ones.
   - *Do you feel a loss of control over what was familiar that has now become foreign? (eg. The way things used to be done as opposed to how it has to be done now?)*
     Definitely, absolutely. Before we knew what we were doing we wre good at what we were doing, and now there is a lot of restructuring has thrown, not thrown us in the deep end, we can manage , but I feel like it wasn't explained properly or there was not enough wrkshops held, not enough mentoring held. You were just thrown into it, this is what you do and if you don't do it this is what will happen to you.
     Probe: so would you say the way the change is being put forth to the employees there is not enough engagement or communication of where the institution is going and what this means for staff, for leadership to get buy in and proper employee engagement
     I think that it is being communicated very nicely at higher levels, registrars are being told, what is expected , what needs to be done, but that communication is not being filtered down to our level. Faculty officers, senior faculty officers, we are clueless, I wouldn't say clueless but I would say we just get given stuff to do without explanation.

     Probe : so when we look at leadership, currently with my research I am looking at the three types or three dimensions of leadership , your people leadership, your organisational leadership, and your operational. So form what you are telling me do you think these three are working in tandem? or working in silos where they are isolated or emphasis is given on one, where one is compromising the other.
     Respondent:
     Yes as I said higher levels have their own objectives, it gets filtered down to registrar level or deputy level but we the actual ones who is doing the work it doesn't get filtered to us. We are confused, we are overwhelmed, there is just too much going on. yah

- *Are you happy and feeling positive about the trajectory the institution os taking?*
  Eh, personally in terms of my career opportunities at wits, no but probably at a larger scale with regards to students and the way forward maybe.

  Probe: do you think there is more emphasis place do academic than administrative staff?more engagement with the academic level.
  Respondent : admin staff looked at as paper pushers, we just admin staff and yet we are sitting here with degrees. So that doesn't make sense to me.

8. How do you feel about your role and identity as an employee in this institution?
   - *Are you motivated to perform and deliver well*
   - *Do you feel apart of a family or just a cog in the wheel*
     Just a cog in the wheel. It's starting to get to me now. When I first started, I started with a positive note when i got to wits. I was happy to be here, I was set on being loyal to one institution and working my way and being part of like you said the bigger family. But now I have completely changed my mind.
     (so you have answered the next question by what you have just said)
   - *Do you see a bright future for yourself with this organization.*
     Its starting to bog me down. Really starting to feel depressed about it. It has affected me in a way that I need to now start looking elsewhere. And I am starting to question that . mm.. yah.

9. What in your view constitutes good leadership? (criteria that are tell tale signs of leadership)
   When you say leadership are you talking about top level or the levels we are working with?

   In reference to the incoming VC, the institution has new visions and is there some onus on them to ensure that the communication of the changes are filtered down to all levels?I do know that the university has public forums where the VC comes and speaks to all the staff do you think that that is a sufficient way of actually reaching out to the people that are the layman that have the tools to chipping away at this raw rock and shape and mould it into a diamond.

   Respondent: as I said there is no recognition for what we do here. We are a cog in the wheel, this is the groundwork the foundation of what wits is. We are responsible for the lifecycle of every student in the university and nobody recognizes that. It is not glorified but we are working hard at what we do and yes back to your question about what si good leadership. Recognition of good staff, having public meetings – but not sitting one to one to find out what are the gripes and grievances. How can we help you to become a better staff member to stay on at Wits. I saw wits as an institution I can be loyal to for the rest of my life but I am not so sure anymore. A leader for me gets involved with support staff.

   Probe: Leadership was different, style has changed. No longer a laizze-faire approach as was experienced in the past.

Respondent: In the old leadership we were trusted to get on with the work but now we are micro- managed

Probe: form other interviews , I have gathered a sense that in the old leadership there was much trust but then trust that was taken for granted and accountability became an issue.

Respondent : true but now everybody is painted in the same light. Even those that are hard workers.

10. Do you think that the leadership of the day will take Wits to greater heights? What are your views on the future of the organization?

Respondent : I think we will go to great heights, at the expense of who, which staff members, academic , support. I don't even know how academics feel about this. But I know support staff members …I have lost my thought. We feel like we are being controlled and micro-managed. I don't know how to answer that question. Yes we will but at the expense of who.

Probe: Do you think there is more emphasis placed on academic and support staff are on the receiving end. So what do you think about a reversal of roles. Do you think that the people at higher levels understand what you do at the level you are.

Respondent: no , definitely not. We are just told what to do and if we don't do it there will be consequences.

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16th October 2014
Respondent 4
Male, White, Senior Management

1. I was born in Krugers Dorp near the cradle of mankind, cultural background, i am white , African, afrikaaner male and Christian belief and yah...
2. I was , i am currently employed by wits for the 12th year , that i have been here at wits, i was in teaching before i , when i finishes university and then i think it was 13 years of teaching and then i went into the private sector in national private colleges which later on become Damelins and Intechs then i moved over to wits
3. In the past it was a nice experience , mmm in the present there is alot of anxiety, if i say past and nice experience there were clear cut lines , you knew what you were doing, anxiety in the present, there is alot of confusion, there is alot of things one is too scared to do because of XY and Z and that i feel is causing the anxiety , in my previous positions, teaching, education you were in a protective workplace, then when i moved into the private sector it was more like you being thrown to the wolves, you have to fend for yourself, coming to wits again in the beginning you are sort of in that protective shell again but with the new changes and new developments, its sort of you stand alone, you are again in the same field as the private sector.
4. (laugh) the expectations were. Well you expect a new broom to sweep clean and to try and make changes and to put the stamp from the new perspectives from that person. Umm ...when it happened it happened to fast , so the expectation of yes it is a new person, in due time you know all of a sudden everything changes, everything was pushed onto everybody and everybody is scattering around, looking for shelter and not knowing what to do and rules and things were forced upon us, on divisions, things that we knew cant work , you forced to make it work and i think that this caused alot of anxiety to the people you dealing with and as a leader of the division it makes it a difficult task for yourself, you grappling with the issues but must enforce on your staff and you not even sure of what is happening, and that expectation causes the biggest anxiety all over the university sphere. *(Probe: so yes we can say that employees knew that there was change but in your opinion would you say that the way the change was , or the human aspect of it, the way it was disseminated down to people, how would you categorise it?)* – **Respondent:** Lik ei said with the protected workplace we had, it fell away completed and it felt like you are alone, you stand alone, and you do as i say ,not like in let us see if it works and if it does this is how you doit. I thik it is more the way it has been done, it should be done but the way it was done. (*Probe: so there is appreciation by others, like staff under you that there was a need for this change but just the manner in which it was implemented...)* **respondent :** the manner in whihcthe change was implemented was okay that s everybody leads differently, that we alos have to accept but i think if you are in apposition like the main , can i say Vice Chancellor of the university, you should consult and u should have happy staff. If you are a leader you should lead and work together. *(probe : Speaking to others i l know that the VC has a public forums a town hall meeting where he addresses staff, do find that this is effective? Where people voice there issues and even when they do voice does something actually come of this forum?* **Respondent :** Umm you know what i have a problem with that ...when we get to the town hall meetings it is a different person to what we see in other meetings and it is more of sweet talking and more of promising and more of giving what you want than when you go to other meetings, other management meetings where it is a total different person that you are dealing with, totally different person that you are speaking to and eh hi am hesitant to say that but we are now already feeling calling a town hall meeting we go there knowing what you are going to hear and you don't really want to go there, to us the town hall

meeting was more the expectation of you go there you talk about things that bother you and its getting sorted out, whereas you get there yes the things are looking promising , things that are said are things that you fund can work and will work but at the end of the day it is not happening. (*Probe : for this research i have looked at how leadership is done and i am using a specific model and want to see if wits is using this model to bring about a well led organisation andit looks at three dimensions of leadership, organisational , operational and people, but obviously these three have to work in tandem for it to be a well led organisation, so in your opinion would you say that the "townhall meeting"would you say that that is a shallow attempt of saying that we are looking at the people aspect and we are engaging people, so that there is an overall impression that things are not being done behind closed doors, what your opinion.* **Respondent:** i feel it is only used to pamper us and say okay you cant complain cos we having the town hall meeting so if you don't you don't. People are too scared to come to those meetings and speak out. The moment that you do speak out, it is shaved away and not recognised as a valid question or reasoning, or then it is being used against you in another forum. (*Probe: Has there ever been an instance, opportunity where the VC and his DVCs have come to your faculty and had an open discussion with staff about issues they may have or grips and challenges, it is looked at on a more micro level as every faculty every school has their own different ways of how they are doing things, therefore one cannot kind of clone them and say they function in the same way?)* **Respondent :** you know what he came here to one of our faculty executive, he had a calm, relaxed way of talking to people, expecting questions , asking questions, in that sense it is very difficult because , it is like you dealing with two different people. (*Probe : so even when you say Faculty executive, it is only a select group of people and if i am looking at top bottom , bottom up approach , has there been any such forum where the VC has come and spoken to the people that are actually doing what, the hard labour the grassroot level stuff , has there ever been that kind of a ?* **respondent :** No there has never been and i assume that the town hall supposed to be that forum. We never had him here, ok we never invited him but eh i think that ....(*Probe: im assuming that the first roll call would be to know who your people are , what s your take on that ?)* **Respondent:** Yes to know who your people are and what are their challenges, the previous VC use dot come to WITSplus and he knew people , even if not their names but their faces, the people felt that he was showing interest.

5. For you know what i find now we are working more towards a business than to an academic institution , i get that feeling that money is more important, and my staff my students , i don't care how do we get there but i want the money at the top and even if i kill people along the way as long as i get my aims and my will at the end of the day, thats the feeling that i get.
6. (a) I think it will differ from person to person , form position to position coming from the position where i am at the moment, i was new in the position , it was new things to learn and new things to do, and then you get this anxiety of all the pressure from the top because they have performance management contracts, they force that onto us who are still trying to find their feet who are still trying to get to where you have to be and then you have the staff underneath you, the anxiety form you pulls through to your staff as well which leads to alot of people resigning, lot of people running away because they just acnt handle the change and anxiety, im not saying that change is not good , but i am saying the way that the change is done is not good for us. We are all human. (*Probe: so do u think that perhaps the way some corporate tend to introduce that in their workplace as well where we have a reversal of roles, eg where would have a DVC come and sit in here for a day to kind of get a feel of what a faculty registrar is expected to do....* **respondent –** expected to do or deliver on cos i have a feeling that they don't know and the other thing is that they come from another institution and the expectation is that this institution must work the same as the other whereas this institution has been working perfectly for 90 years going for 100 years

now and yet we want to change it in one day *(probe: so the culture of universities vary would you say?)* **Respondent :** yes it varies and the people that you deal with are different. , student you deal with are different, the processes are different, yes it worked for you one side lets try and investigate to see if it works for you on this side but at least admit it doesn't and move forward but to insist it will work because if worked there.

(b) I definitely think so, yes what we do at the moment , its like damage control all the time, you try and hang in there, you not doing your job the way you were supposed to you are doing just what is expected from you as quickly as possible and not thinking about managing it in a proper way. It is like micromanaging everything every minute. , of the day, there is no to me there is no bigger picture anymore. , its just today , tomorrow, today i have ot do this tomorrow i have to do this, , its , huh, i don't know , its not working.

(c) At moment no, i don't know where it is gonna end up, i feel we are losing too many intellectual people, academic people, we are losing too many administrative people, good administrative people who are definitely, and there are still talk about a lot of other people who are looking out for other positions out there outside of the university so i would call it a brain drain, we are definitely having it and we get the feeling of , we don't care, if they don't wanna be here let them go and it has been told in how many meetings to us as well. If you don't want to do it like this you go, go and look for something else somewhere else. I mean to me thats not what a leader should do. You find out "why do you want to go?" so to see if the person is actually just eloping and running away or is there a deeper reason. *(probe: hence it brings us back to the three dimensions and them probably working in silos right now?)* **Respondent :** yes, they are looking at strategy at the moment, so humanity is being thrown out of the window, i don't know you know, even operational is it still operational? They way that we doing it? I don't know, its a dangerous line to cross there to me strategy and operational should go hand in hand, whereas right now strategy is there and everybody has got to follow that strategy, even if it is unrealistic. (*Probe: I have got a sense from other respondents that even with the strategy it is more catering for academics that support staff, much more emphasis placed on publication throughputs and bringing that subsidy to the university, more the monetary gains via the academic s and the admin or support staff are seen as "you are replaceable", if you want to go , then go"* **respondent :** in many times and i know it will bring up a roar and he doesn't see it as that, in many meetings in not so many words but he has said , professional administrative staff are not as important as academic staff and i would like to say that if we put our tools down, one day, just one day, this university will stop. (*probe: so they all work in tandem that one relies on the other , students as well rely on academics but also admin as well who get the systems going* **Respondent:** I tink we look too much to the dollar sign than looking at the reasons as to why we are here for academic reasons and for admin reasons. My biggest issue here is that , performance rewards are given to the top people , to enrich themselves, even more. And no matter how they get to their performance clauses doesn't matter who is lying at the bottom there, who did you use, again comes to the human part thrown out the window as long as you have "performed" and you get your reward.

7. (a) at this stage no im doing what i have to do. There is no reason to look forward to tomorrow, cos i know it will have another problem and another issue and cause another lot of anxiety. I think you should come to work feeling a sense of ownership, wanting to do your work and not being felt that you have to do the work.

   (b) I feel like i am apart of the furniture and worth nothing the furtniture is worth even more than me . Because first of all you feeling guilty about doing things, taking leave, or going for

training. You feel you don't even wantto go on training and you missing out on a day of work, playing catch up game doesn't work. (probe: How has this affected you as an individual?)As an individual you don't communicate with your family the way you used to, you constantly on your phone with emails or you constantly answering the phone which is always seen as a serious matters, as cant wait for tomorrow. Having an impact in yourself and your family. Look at the hours that you work, and looking at the, even your December, when it supposed to be close and come back at a certain time, you constantly on standby, you have to plan for Jan in December , maybe they can argue as bad planning. They say days off in lieu of but there is no time to even take that time. No appreciation or accolades.

8. Loyalty i will always have for this organisation. It is a prestige institution. We need to think rethink about the way we deal with human being, the moment you appreciate a persons humanity, that person will be more positive and work towards a goal. The moment you just think about the figure that has to be reached , there is no....huh....i don't know, so there can be a bright future if there is a change to the change...to the management change

9. a person who can step forward walk and let people follow him and a person who can roll up their sleeves and say ok here we sit, we have a problem lets work on it together, not you "will " sort out that problem, i don't know, but in the past that was the leadership . for me a leader is a person standing next to a person and take them through the issues.

10. shoo thats a difficult one, from my point of view, i don't see that happening , i see that people will start forming groups and standing up against the leadership, i see it coming, and if there is not a change in the management processes, i see that coming very soon, and i also , this is not only coming from staff side but there are something is coming from students, students not happy with some of the things. I know there is an open door policy but people are too afraid to take that open door policy on, even if you go there , there is nothing done. In the past more a leadership of people floating within the community, at the moment i have the feeling there is potential undercover movement that will rise against the leadership.

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16th October 2014
Respondent 5
Female, Black, Senior Management

1. I am Jeanette Phiri and that was my fathers surname, and I was born in Alexander township 1955 and being the fourth born in my family , I was the first girl actually in the family to be born, and my parents, my mum is from Port Elizabeth and my father is from Malawi. I grew up in Alex until I was about 11 years old and then we moved to Diepkloof in Soweto and that is where I lived when I got married and had children and we moved to , bought a house in Diepkloof, later stage moved out and moved closer to Alex where I grew up as well as started my job at OKL bazaar as a cashier and form there moved ot an insurance company as a filing clerk until moved to wits in 1982. I started working at medical school as a filing clerk when it was still in Hillbrow under Dean Prof Tobias and that is where I started working for Wits till now.
   Probe : what are your standpoints on work ethics and standard of performanceand all those things
   Respondent : I have always been a believer that if I am given a task ok , well firstly I need to tell you that I am a perfectionist and I am this type of person who does not like to fail. Whatever I do I must do it to the best of my ability. Those are my principles and it is what I value. If I have to do something I must help and do it. If you give me a task I must do it according to what you want me to do . being a hard worker as well knowing wuite well that I have problem of wanting to do things on my own so I do it best, but I have learnt as I am growing in my job that a team is what is important . that assist you in ding the job as a team. This has been something happening all along at wits. You cannot work alone in isolation .
2. Already answered
3. I have been one of the lucky ones where my bosses, have been the bets bosses I have ever had in such a way that they have been my mentors, they have bene there and they have trained me and I suppose me being a willing person , that is how I actually went up my ranks. Its using my bosses to learn, my experience here at wits, it wasn't easy though. But for the fact that I wanted to learn and I wanted to be where I wanted to be, I must say working for wits being a woman, i have felt secure, the stability. There is a lot of change, being a black person and gaining into positions
4. The first was seeing the medical school students graduate being part of them graduating being hugged by the students, seeing their pleasure on their faces when their results came out, coming personally and thanking me, seeing happiness on their faces.
5. My impression was that things are happening too fast. I like the fact that there have to be changes but if they are happening too fast , there wasn't a chance for us to go along with the changes, accept the changes and that was the impression I got , that it wasn't a well thought kind of change management and it didn't work for me and it didn't actually work for the unit this way. Because I mean , if there has to be any changes there has to be some ehh (me : a gradual build up?) respondent : YES!, exactly , a lot of discussions need to happen a lot of information we need to get, implementation is not something that happens overnight *(Probe : so do you feel …and when I make reference to the new leadership I am talking about the installation of the new vice chancellor and the new DVC put into place, there was a shifting over, so obviously the style of leadership is different from what it was in the past, but in your opinion, did you feel that leadership had come but there wasn't a clear understanding of what the business of this institution was and it was looked at in line with what other institutions and trying to implement the same but the contextual needs were completely different?)* **respondent** : the way they were gong

to implement change was going to be different . I have accepted it as I have seen leadership in this institution for a long time, I have seen changes happening, I have seen transformation, that has been happening and we ned to accept changes and know that we have to have change, we cannot stay the same. With time things have to change. IT systems change, technology is changing and that we need to know and the way the university works as well needs to change and accept as well that things need to change, but the way it was implemented, that is where the problem was. *(Probe: with this research I am looking at the different types of leadership and how you would have for instance, situational leadership , where a person comes in an leads given the situation or transformational leadership whereby the leaders tries ot transform while leading . a specific model was looked at operational , organisational and people leadership and these dimensions working in tandem in order for the organisation to be well led, now in your opinion, do you think there has been an equal amount placed on each, or from what you have* been saying , it lean towards people leadership being compromised while more emphasis is placed on the other two spheres?)**respondent** : my view is that , well okay, he needed to differentiate , there are academics , there is administrative staff and there is HR, he needs to separate all three…they work hand in hand, but they are not the same. (Probe : so when you *make reference to this are you talking about your deliverables, conditions etc being different , so the change needed to be more well thought)* **respondent** : yes

6. I feel the leadership of today what's happening now, the leadership should be there to do what they need to do. There is hierarchies, they make a decision pass it through and the information needs to filter that way…not like from here to here (hand gesture)….(*Probe: so there seems to be some disjuncture with how communication is being done?..speaking to other people they have had the similar feeling that people are unsure of what is expected of them, so have you had that I mean you are managing quite big unit, have you got that feeling form your staff where , there is a feeling of uncertainty, where they feel that we know there is change , we are not comfortable they way it is happening, we feel insecure, we don't know where we stand anymore with the institution, they don't feel they are engaging with the change in the way they should be?)* **Respondent** : Staff feel are we going to be fired, are we going to lose our jobs, of the mention that changes have got to happen, where are we going, are we going to be merged with the faculty, are our jobs still going to be here, there was lots of anxiety and uncertainty, it created an anxiety so bad that some of the staff right now we have a bit of disharmony because of that . *(Probe; well I would presume that people would not know who to turn to , it is human nature that there is this kind of anxiousness, to if I am going to lose my job, are you still going to retain your job or is there an elimination process, so it just raises that we are human afterall)* **Respondent** : I want to just indicate something which I feel is important. When our new management came in , they came at a time where workload here at ……centre has increased and we have been having problems, that has actually brought to the attention of management to say that we are having this problem and with the new student system as well it is creating even worst problems with our workload, there is too much that has been happening for them to take in, it has been too much for them to take in, new systems, new management, new ways of doing work, it was too much for them. *(Me : well as you said at the beginning as well change is needed but the rate and way it was implemented was the problem)* **Respondent** : ye, it was done so fast you know , not gradually and for the fact that they are implementing changes, but all their complaints haven't been addressed . (*Probe: you make reference to complaints, I have posed this question to others before regarding the townhall meetings the VC has to deal with complaints, I can assume but I need your guidance eon this that this is the attempt to deal with the people leadership aspect, people are engaging with the change, a forum within which they can voice their opinion, but what is your opinion on this, is there a*

lot that comes out of this meeting? so do you think that the town hall meetings is an effective way of engaging with the employees the change that is happening (18:00) **Respondent :** for some of them I have heard, I haven't been to one unfortunately I have always been busy . for some of them they have said categorically it is a good one, to hear what he says to hear what other people says, or to let him hears our voices a because to speak the truth he is changing a bit. He is, he is getting better. (*Probe ; so you see a change in the change itself? the stance that was initially there is a slight tweaking to what the initial impression was)* **Respondent** : Yes

7.

(a) For me …the first year, early this year it affected me baldy, I felt inadequate I felt i am failing for not delivering whatever he wanted us to do but at a later stage, I cannot feel like that all the time I need to accept that we have had problems, I am not going to blame it on myself , or him or anyone, it was the way it happened and it was a learning curve, I used that as a learning curve, that next time it happens that we must, and we spoke about it, what helped is that we spoke about it as a team. We spoke to management as well but it didn't affect me that much.

(b) It did. January this year at registration definitely it did. It was it was really wasn't a good experience. It was not a good experience., for all of us here and we couldn't manage and whatever we prepared for it just didn't work. Because of the new changes for us to register earlier.

(c) I am , I am happy for the fact that we have to go for being a PG research we have ot go that way . I mean we have to become a research…I mean we have 6 years…before we have to become one of the top and we were doing it very slowly. (*Probe : so that change was actually needed to give it kind of a boost)* **Respondent :** we needed to give a boost but they doing it the wrong way. (*Probe : so would you categorise it as okay yes the change was required and given that the VC came form a very different inmstitution that had a very different culture, probably trying to make good of a very bad situation and try to kind of implement that and trying to speed up what should have been done 5 or 6 years ago.. but trying to have the turnaround within a year or two years time…so can this feelings to ward sthe change be categorised as early teething problems?* **Respondent :** Well the teething problems have been there along time ago but what he could have done to check why did we have these teething problems…rather than just coming in and implementing. Problem no one have we got enough resources to do what si needed, is there a document showing a proposal or overview of what is needed. *(Probe: so would you say that strategy that is being discussed up at higher levels are not being devolved to lower levels…the people that are having the tools that make this machine work….channelled only at the top and the way it is coming down is not done properly.* **Respondent** : Yes definitely (*Probe : Has the VC or DVC ever had a meeting where it is just your unit, and saying what are the problems lay them out, maybe 5 main issues you are having, have you had such a meeting? from the feedback I have bene getting form other respondents, was that, yes town hall is there but not everyone is an extrovert to want to air their problems in a public forum…some people have alluded to the fact that yes there is an open door policy but how open door is it? We must appreciate that the VC is alos mandated and is accountable to a Chancellor but would you say that the levels of engagement should be more where is top bottom and not top middle…)***Respondent :** have they come to engage with us…we have had meetings with not the VC but with the DVC…the centre complained to say that nothing is happening and we need to sort the problems out…we also had a review…it did not come out nicely...then we had another review early this year then we had another meeting….where the staff felt there is nothing new here….we have set our concerns …but what we have had is nothing new…its only talk talk talk….no resolution…they tell us there is no budget… *(Probe : so*

yourl are caught between a rock and a hard place? there are suggestions to better what is being done …so a plan will be there but there is no support monetary wise or leadership wise on things you would like to implement.) **Respondent :** because I mean for the fact that number of applications have increased, so has the workload…and for the fact that our applicants of today are not like the one like yesterday…they want instant gratification. If they send you a message they want feedback same time…because the resources are the same as 10 years ago….if they want us to increase PG applications….they must be bale to give us the resources to do it. (*Probe : form feedback l that I have been getting. In your opinion would you say that there is more emphasis on academia and the change is revolving around them more in a sense , because there has been a lot of talk about throughput rates an publication rates, and that academics have to publish journal sin order for there to be some monetary gain for the university…in your opinion would you say that there is lesser emphasis on support staff and the roles they play?* Respondent : okay so he has his academic, HR and admin but the academics is where he has placed a lot of emphasis on and their priority was there more than anywhere else….without us here they will not be needed…because there will be no students….i know that he definitely needs to have that research mission or visions….but at the same time they need to look after the admin staff…we feel as admin the emphasis has to be equal….another thing that he is trying to change is that academics feel that they are in charge of the university , you see and they don't want to change an don't want to do anything and we have always felt like we were nothing , we have always felt like third grade cleaners and academics have always had their own say…so he is trying to mend that…. (*Probe : so the three dimensions I mentioned below form what you have said now seems to be existing in silos….)***Respondent**: we have always had this thinking that academics do not understand support staff but we are expected ot understand them ….the VC is now changing our names and calling us professional and admin staff with the hope of closing that gap….there is a big gap between us…we have to work together….that is the only way we can do what he wants us to do.

8.

(a) I am not motivated by the way the university itself you know with the management is…but I motivate myself…I have a sense of responsibility to the applicant. So I do motivate myself when I get to work because of the applicants. But I am not motivated by…

(b) I feel like apart of the family…I know so many people and we engage so well that we work together and I wont want to leave this place , I want to leave knowing I have done my part as wits staff *(Probe : what does your staff feel about being a cog or part of a family?)* we are very divided . we have staff that will just come in and do what they need to do and then there are staff that really want to do their best regardless of the problems we face

(c) If I am going to stay longer then I do

9. It's know the job, understand the job and know what everyone elses jobs are and support them and appreciate them , appreciate having them , do whatever you can to assist and practice what you preach and lead by example

10. I see he can do it….he just needs to gain trust and support from both academic and admin…if he can get buy in he will do it. (probe: is there not a complete buy in as et?) **Respondent** : not yet (*Probe: what for you would be a complete turnaround to get the buy in)* **Respondent:** he needs to listen…some staff have been here for a long time…they also need to accept we need to change….if I can use the example of PG applications…we

had to speak to and get buy in from students, faculty and schools to get the buy in. if you talk to person to make them understand why I am changing things why I need iot to work, it's the best way to bring change in. *(Probe : was there ever a point where you thought that people and employees were being held ransom based on what past leadership had expected of them…in the past a very liaizze faire approach….but there is not appreciation on to the fact that these people were led by a predecessor…so there is a sort of blame game…people also don't have certain levels of making big decisions…so there needs to be a more in-depth understanding what the past style of leadership was and the effects it had on processes etc*)**Respondent :** the way the culture has been happening at wits has changed….we need the motivation from leadership…but how do we motivate the staff to buy in to the change.

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16th October 2014
Respondent 6
Female, white, Senior Management

1. That's a very interesting first question. As you know my name is Chantel and I come from Natal, everybody always seems to think that it is Durban but it I much bigger than Durban so I come from Newcastle in Northern Natal, grew up in a small town and inevitably we all end up in Gauteng, looking for work and making our life a success, I am 42 years old and I think I initially got involved in HR development seeing as I am the head of the HRD unit here at Wits because I really believe in the potential of people to be better, eh to perform well in an environment that appreciates them and stimulates them and supports them and you know that is why I got into the field that I have, but obviously the ideal picture versus the reality and two very different things , I think organisations around the world and south Africa are under a lot of pressure due to various different reasons and sometimes people are forgotten in that process, so I think that in my role we need to make people feel as much as possible or remembered in change processes and in the strategies of organisations. Obviously I do it through training and development interventions, and organisation interventions that we do, but it is one of my strong beliefs that you can look at the assets of an organisation and the financial bottom line and all those type of things but in the end of the day if you have the wrong people in the organisation sitting in the wrong seats, you have a major problem as an organisation, so I am very passionate about that , completed off the side, I run an animal rescue organisation so I have become very involved with animal welfare which has nothing to do with your study but is a big passion of mine and I am busy with my Phd in that area in governance in non-profit organisations and that's another passion that has taken me away from people in a different direction, that's basically who I am, I think emotional intelligence I something extremely important for people across the board but especially for managers and leaders in organisations. You know its not just about getting the task done its also about how you do it through people and think that that is an extremely important skill to have . I often find that depending on the profile of leaders and managers they either inherently have it or they don't and it is not something that you can easily teach somebody, unfortunately it is a soft skill. I believe you can have all the IQ in the world but if your emotional intelligence isn't as it should be you are going to find it really difficult to achieve things you want to achieve because at the end of the day people make or break any plan or dream or vision, that si another strong belief of mine as well .

2. I have been at Wits university since 2008, so it would be my 7th year, previous to joining wits I ran my own consulting agency, private training provider, we were accredited through ETD SETA, my background is the training of training practitioners. I started a whole train the trainer project in Transnet one of our big parastatals , we used to work on the public for many many years, the went into the private sector and worked for a company called EDUCOR a holding company that holds many institutions and I have been doing a lot of work ironically with UJ, since 1999 I have worked with UJ and I still do on the side time to time in the Human resources department and specifically in their vocational department, different companies HR managers and practitioners with skill development facilitators we teach them about the legislation and about how to do good training and development from both a strategic and an operational point of view and that is why I ended off in the area that I am at wits bringing ETD expertise to the table to both the public and private sector leaning more towards the public sector though, if you look at TRANSNET, UJ, Wits. But the time I have within my own private company was very interesting because these smaller entities really battle survive, it is that much harder to build a brand , and to be credible…the legislation has

come down hard on these entities and much support is now given to FET colleges and not private training and development companies, so the timing was right when I had decided to join wits. That's basically a little bit of my background and really a strong specialisation in Human resource development.

3. Obviously Wits has a culture of its own and to compare it…I guess Transnet at the time was battling to become a large parastatal to become customer-orientated and move a lot faster to be competitive and not slow as there were other competitors , prices were ridiculous , service was not great, and unfortunately a parastatal legacy, very bureaucratic…I speak very fast, from a transcription point of view this will be interesting. UJ culture when I started engaging with them when they were still RAU, very Afrikaans , very autocratic, easier on decision-making in that someone will say something and a few days later this is how it will happen, then you come to wits and realise that it is a very liberal, open, participatory environment, in which debates and open views are welcomed which means on one hand it is great cos it creates a great breeding ground for ideas and views, especially for our students and our staff an di think it generates the kind of person , students that go out into the world and not just be good at their discipline but really have views about the world. I think that's what wits takes great pride in , that aspect of graduateness, what does it mean to be a wits graduate and I think the university should be proud of this , from a staff point of view , we very diverse and with that comes along challenges from a performance efficiency point of view. I think that it is fantastic that we can debate and exercise our rights in many respects but I think form a management point of view that creates complications that creates problems, we move very slow, I mean if we review a policy , it takes forever to review a policy, everybody has to have a say , nobody agrees , to move forward becomes very challenging , and I think from a performance efficiency point of view there are good and bad associated with that. Diversity is good but we have to move forward. You cant entertain so much of input that you cant get things done. A so somewhere along the line I think a clear line needs to be drawn a balance between being extremely participative and at some stage having to be autocratic. From a culture point of view, wits is a very receptive environment, very dynamic environment. Whenever I look around campus one gets a lovely sense of being in a university and being lucky to be in that space. But many of us in support services we do not engage with the student directly and sometimes we forget what this institution is all about, because we so busy involved in finance, HR that we forget that it actually about young people going out into the world and who are apart of creating a future. If we look at culture and I not sure if the question is leading there…but if we look at culture, unfortunately the culture that I am experiencing, and I am not saying that other institutions did not, because Transnet was like this and UJ, quite a lot of disillusionment especially amongst the support staff, quite a lot of passivity, leaning towards being a little victim orientated..umm…and whenever we are doing a presentation to the staff, to try and drive the message that you choose every moment of the day, and if you choose to stay in an environment for 30 years that is your choice, you not doing anybody a favour, maybe that is a hard message but we are trying to make them understand that everything that they do involves choice and that their destiny does lie to a large extent in their hands an di think that that is an important element of Wits culture that I would like to see changing for the better.
4. I think what has been particularly interesting for us and that has probably only happening this year strange enough, there has been many other things that have been inroads and breakthroughs to be honest there has been a large amount of frustration in my portfolio and i think one of the things that has been frustrating , we trying to be more strategic in the way we do HR developments at the university but many of the systems we need in order to be more strategic are not in place, so for eg. there is no performance management system at the university which means there is no individual plans…which immediately means that when you working on the training and development side, you have people coming for

training for the wrong reasons. And we are the first people to say you should never narrowly define or confine what somebody can do in terms of their development, but there needs to be a very careful line for what we call training for activity – you now just bums on seats , registers filled in , so many training sessions done for the year , that has very little return on investment for the organisation, if you look at where the organisation is going and that worries me sometimes. Get a sense that training is a couple of days out of the office, and I worry that it is not always motivated by the right reasoning and that there isn't the accountability that there should be, once they go back to their work environment. So it creates quite a lot of frustration when you in HRD, you want to see real impact, you want to see real change, you want to see real returns on investment, . so what has been interesting this year and it has been coincidental with the new leadership is the split between CLTD – which we all previously feel under CLTD as one unit where we were generally regarding as the staff training and development unit, CLTD now goes on to being an academic unit, focusing only on academic requirements and training, and we go on as HRDU , we focus on specifically generic training and development needs, which may or may not be for both academic staff or support staff , but we also have a strong support staff focus and also look at management and leadership development, so there has been a lot of clarity in this split…it has made really easy for us to move into a space and really own it , I think previously there was some ambiguity around who was doing what and I think there has been signs within the university that we are starting to move into an era of smarter HR, its very slow, ints not going to happen overnight but the right noises are being made. In terms of delivery, in terms of accountability, in terms in the kind of thinking people, have before they do something and performance management although it is currently on hold, is looming in the near future, it will make a huge difference to the way training and development links ot the job and as a result hopefully a lot more, capped for training and development as well, the creation of HRDU has definitely been a highlight …umm but at the same time it has been hugely challenging. Ummm…the environment always kinds of favours the academics side of the fence so you find that CLTD automatically had support and budget and as HRDU came out form underneath CLTD, we basically told well you must go and find your own budget and that was a hellva shock to us in January this year and we were kind of a little bit surprised because last one joint budget was planned, and the university went against it in January which is strange, but ummm…but I think it was just miscommunication at executive level but finally we were able to receive a budget and get on with this year, but there has been a lot of misunderstandings around what HRDU actually is, so although there has been challenge sin the middle of all of this , it would still be a highlight. *(Probe : I just want to touch on what you have mentioned now regarding there being more a focus on academic staff as this has been something that has come through some of the other interviews that I have been doing, in your view do you feel or is it your opinion that perhaps leadership looking more at or emphasising more on a specific group of staff members with the back thought of this actually what drives the university therefore you are getting this anxiety coming in from the support staff sitting on the other side of the field, thinking we not important …so if we looking at leadership in terms of operational, organisational and people, which should be working in tandem, there is emphasis on people but there is a selection on who the emphasis is placed on)* Respondent : I absolutely agree, and what we have found and I am going to be very direct about this , what I have found is that at the DVC level , it is extremely important that the academic side of the university at a strategic level and the operational side, whether that be HR, transformation, knowledge management, infrastructure those entities need to talk to one another and what we found that even though they physically sit on the same floor, that level of communication has not been happening. A beautiful example is the one io just told you now, where the DVC academic, Prof A Crouch said that CLTD will take the full budget and that we must go and find money, and prof Kupe then came back and said

well….given the fact that it is an interim year following the split, we suppose to be sharing the budget and so we need to have a portion of the budget ..and there was just mixed messages form the two DVCs, before it was eventually sorted out. Now form an organisational development perspective, that's not good, because it causes unnecessary anxiety , whereas it is something that at the strategic level could be agreed upon there and the messaging that goes down could be a lot more coherent and a lot less alarming. Ummm I think there is a lot of disjointedness in the way that people communicate their plans to each other…the way it starts at the top and is funnelled down, we also do a lot of work on the middle management level for example do management development programme, and what you see there is wonderful ideas, operationally about the ways that university can possibly change for the better, now what we doing is asking that as the MDP comes to an end that those managers work on Wits Business School projects, and we going to try and arrange for the VC and the relevant DVC depending on the project, allow for a presentation, from these MDP candidates, and we doing that on purpose because at the middle management level, there is some wonderful insights that I don't think the strategic DVC levels understands …so I allows for an opportunity not only for the individuals to learn, but for organisational learning to take place to , cos the wonderful ideas that they have got put into the hands of an executive champion, could actually become a reality, they have more power. Umm…in terms of support staff academic staff, what I found particularily interesting a is I have a good relationship with UJ HR, and the head of Department Industrial Psychology and Human Management, that's what they called there when I bumped into him in the passage said to me that Wits is known for their divide between their support and academic staff…and I found that interesting that here I am at UJ which another academic Head and he seems to be so certain about that in terms of what he has experienced. And what he has heard about wits. So that was a surprise for me but yes I think that it is very clear, and very distinct to Wits, I personally think that it is something in our culture that we should change that we should try and bridge , I think that the divide isn't healthy, umm. And I think that while we have an us and a them it will make it difficult for us to achieve a lot of our strategic objectives, because as much as academic staff stand at the front of the curtain, if you talk about Wits being a theatre production, it is the support staff that are behind the curtain who actually make things happen, and I think that if you have a big divide us and them means that people are working in a disjoint fragmented way and if you want to chase the top 100 goals, that makes it that much more difficult, so it is something that needs to be tackled.

5. I think that if I speak specifically about the new VC, I was thrilled that he came to Wits, I have always thought that he is a very dynamic, charismatic, person, obviously watching him as a political analyst on TV during the elections, he was extremely eloquent, he is articulate, seems to have a very clear vision of what it is he wants to go after, and he seems to do homework in creating that vision, its not just pie in the sky , he does his research and his homework, and he tries to check his facts. I felt that our previous leadership was not possibly not in the beginning of our previous VC term but certainly towards the end , I felt there was just a sense of "taking the foot off the peddle" and jst kind of no real drive..umm there was just a sense off…often the meetings we had we would meander around in circles and a lot of the decisions taken were never implemented. So there was a sense of decisiveness that was missing and unfortunately to get things done, you have to be decisive, you have to be able to make decisions, you have to seek action. You know Universities are very committee driven you cant just have committee meetings just for the sake of having committee meetings, something is got to happen form those meetings and what I was missing was that …umm since Prof Habib has come I mean certainly if we look at some of the meetings , for eg, the HR committee one of our Snr Level meetings, the way in which the meetings are chaired, there is discussion specifically for accountability and actions. There has been a significant difference. Umm things move forward, whether for better or for

worst, at least there is decisiveness. There is a sense of decision-making and there is a sense of action. What I also enjoy about Prof Habib is the focus that is communicate dot senior management and support side and to the SET on accountability. I have seen him in meetings where he has hauled a director in front of their entire room and that Director stood there for an hour having to explain why something wasn't done. Now a lot of people wouldn't like that because of the way in which it would make certain people feel, and a lot of people would perhaps argue that it is not necessary, I know it is controversial , from a people point of view, in terms of emotional intelligence, I also know to try and get rid of complacency, and a sense of coming to a university and there is no real drive , and with the thought that tomorrow is just another day, you have to sometimes com eon hard to communicate that , that will no longer be tolerated. And we have to start with your managers, unfortunately so that managers cannot hide away. So on one hand the way it is being done could be tepid a little bit , but I understand why it is being done. I think Prof Habib has certainly lived up to my picture of him in terms of the way he would do things, where I am a little bit disappointed, is the, I need to know and I am not sure whether he has , as carefully done his homework on the support side as what he has done his homework on the academic side. He very clearly understands the academic situation at Wits, a lot of work with the academic union, trying to improve union relationships, he is working very hard on the A-rated researcher strategy which I know will lift the morale of the academic community, but he must be very careful, we not so buys chasing A rated researchers, against B-Rated researchers, also doing fantastic work, just be careful that that message is balanced. But coming back to the support side, our concern is that there seems to be this view that there is the "bloated centre", we have heard that phrase a gazillion times, and I think sometimes it is justified, sometimes it's not. My concern is that that generalisation is applied across board, and I think that is something that is a red flag. Umm I don't think that there is as much airtime and as much giving of the spotlight to wonderful good support staff initiatives as what there is on the academic side. So I would like to see Prof Habib as his leadership period unfolds maybe at some point in time not being aggressive only on the academic side but certainly starting to focus on the support side in a positive way as well and not just in a negative way.

6. i…ehh trying to think of positives and I mean I don't want to be negative, I also have my personal lens at the moment as a human being as I am talking to you and I also battled a lot with my own morale particularily last year because i felt that we working so hard but we don't seem to be making any inroads. It is hugely frustrating in your career when you look at there being nothing very significant and I think we all want that. The biggest problem in the past 6 years is that we have never had executive champions, so as a middle manager, senior manager person you want to do things but you cant take it all the way to get executive buy-in and that was always conspicuously absent. It was just like there was never really, connectivity at the top and in the middle and to some extent though I know that the current leadership also needs to be careful of that I would say in certain respects especially for where I am sitting ok its been controversial , its been adversarial, we have had to fight all the time. but there has been at least a little bit more opportunity to engage. It could also be and I don't want to take myself , put myself in context 2 , it could also be because i was the Deputy Director of a unit and our Director, engaged directly and I am now the head of HRD which allows me the opportunity to engage directly. So you could be more own experience and own positioning that influences my answer, but I have found that I have had the opportunity to engage at a level where I think we should have been engaging along time ago. The frustration I had with the previous leadership is that , you spoke to HOS during that time there was very much a sense of the 11th floor…umm I would argue that at the time I found the divide even more pronounced that what it is now. I think that HOS now do feel that they have access to the VC in the same way he has made himself accessible to students

through hotline and sorts of other things. I think that the same applies to staff that he is available if there is a problem which is a good thing on one hand because i think that people who really want to take up issues can , on the other hand it is potentially dangerous as we see people trying to bypass policies, trying to have specific agendas which are not necessarily healthy agendas that pass managers and go straight to the VC, so open door is good on the one hand and on the other hand it could be dangerous. But what I am trying to say is that if we use example, talent management at this university since I have been here, the director that was here when we were still CLTD , Prof M Orr, was responsible though our previous VC to drive talent management at the university and she spent wo to three years on that project and then it just fizzled out of the pot, we have now picked up talent management yet again, and I sincerely hope that under this leadership it will happen because I am tired of picking up the same project over and over again and it does not happen. Performance management should have done it as well never went anywhere now we picked up performance management again and I sincerely hope that it drives through to a conclusion. The wits bursary policy was hugely frustrating , it took four years trying to review the policy. Now it is a contentious policy, everybody has a vested interest, with children studying at wits and their own angles and agendas, but four years to review a policy is insane in this day and age. In this particular era it was done not even within a year, we had the ok and we had the nod and something on the table, so the speed at which decisions are taken and which things happen, is much much faster. So certainly from my experience this is more positive now then what it was in the past as I said that inertia that kind of just milling around and no sense of drive is really the reason why I am being more negative of the previous leadership.

7. (A) I think we have a very big concern that the VC and the executive team are cutting costs at the university which understandably we need to do. Government subsidy is getting smaller so we have to become a lot more efficient the way we spend money. Having said that there are also times where we need to spend money, and it is to know when we have to and don't have to , the concern that we currently have is that there is a view that if posts become vacant we need to examine whether those posts need to be filled if they don't need to be filled, then we save money. Now that's dangerous, because unless you have a very strong HR presence in that conversation, you decide not to fill a post it means that less people are having to do the same amount of work which means the workload on people left behind becomes more. Sometimes maybe that is healthy and they could sometimes its scary because its overload without a understanding of what those people actually do. The second thing which is a very big concern is that we told we cannot use consultants, consultants usually come in and have the potential to smooth talk making a lot of money and we often grow our own timber, our own people and sometimes, that is justified , however sometimes we need specific sets of expertise which we may not have internally and makes it justified that we need external help. We cannot expect internal people to be a jack of all trades , what we find at HRDU is that when we do the kind of training that we do we don't just do teaching and research which the academic side does, we do from management development and that can be finance , HR or governance , marketing, operations, through to soft skills such as conflict resolutions, negotiation skills or report writing, you name it , now we cannot possibly in one unit, of three staff members of which two are actually operationally deployed, one is an administrator expect that those two people are going to be subject experts in everything and we will never be able to use consultants. We don't all work on the same model as what the academic CLTD side does I think that sometimes there is no understanding always of that difference. So to make across the board decision of you cant use consultants is extremely short-sighted , we need ot wean

ourselves off consultants, but then again to grow our own timber, has to be a phased in process. So I am sometimes concerned with the absolute abruptness with which certain decisions are made , I prefer listening, coming back to emotional intelligence coming back to leadership that is something that is extremely important …umm I don't know what theories you are touching on in your literature review, but for example, if we look at Jim Collin's work , and he talks about the level 5 leader, that is something that I am missing at wits. I think that Prof Habib has qualities of the level 5 leader but one of the things with a level 5 leader is that he /she is also prepared to listen. I think Prof Habib tries to listen , creates platforms to listen like the great hall meetings, but I think he also needs to listen to his support staff and staff as well and not just students and really listen , I get the sense that sometimes decisions are made and I am not sure if it is the VC or DVCs layer without necessarily talking and finding out. The thing that frustrates me and probably happens in every organisation is that staff have been around along time they see the same thing repeat itself about three or four times what works and what does not work whereas nobody is tapping into that resource and learn and they just coming in with their own agenda and they make the same mistakes again which doesn't make any sense . so I am concerned that things are sometimes happening but it is the decisiveness that I was talking about but necessarily with the consultation that could underpin that decision before it is made. (probe: so this brings us back to what this research is about , drawing on engagement, so there is some engagement but not at all the levels or the levels that they should be engaging with…) Respondent : ok

(b) umm I think so and again I think my context might be unique to me and not the same as everybody else . In our own context as HRD experts we understand planning and development, organisational development runs quite close to HRD but it is different my concern is that at the moment the university wants us to do more, that is HRD and OD and we don't have the capacity in terms of bodies for that but we have made it very clear we don't necessarily have the expertise. We have some experience but not enough to say we are an OD unit as well and it is like nobody is listening you know, that's why we have argued we need to have a consultant in to firstly expose the HRDU team to learning in the wits environment and then we will wean ourselves into a situation were we will know more about OD, it cannot be an overnight decision and I think there is a loss of comfort as we are definitely being streamed into areas that we were not previously expected to do. On the one hand that is great as we get to learn and it is good for us as individuals but it is very stressful and I think that is important that people are at least listening you know we not just winjing. We really trying to ensure that when we go into an environment we are adding value and we know what we talking about. And sometimes we don't and people don't want to say they don't, it is obviously a very arrogant environment hiding against your credentials and we have just been quite honest about when we don't know about something and we said we don't feel comfortable dealing with this. Now whether that is controversial or not and creates an image of the top I don't know, but we have tried to be honest my problem is that nobody seems to be listening and we are going to be doing HRD, OD , talent management and the performance management rollout and currently there are just three staff members one of which is an administrator. So realistically two people cannot do all of that and for 2015 we have no plans for new vacancies *(Probe: and when you are making reference to all of this it is obviously you touching on support staff now as you said CLTD has its own portfolio dealing with academic staff)* Respondent : HRD we talking management and development, and training only related to support staff

(c) I think that Prof Habib has come in like a meteorite , literally he has burnt his way in , burnt a path which I said has caused people to be uncomfortable and anxious, we have picked that up at all levels. Do I think it was necessary for Wits? Yes I do. I think that Wits

was going to sleep that's the only way I can explain it. I think that he snapped us awake very rapidly which I think we needed I just think that as his leadership term unfolds he needs to just be careful that the initial expectation that he has created and the many promises =that has been made, that he is really able to deliver on them by really understanding his environment. I think that he doesn't only just rely on his executive team , I think that it is important that he engage with more managers and supervisors and team leaders and staff members that are at lower levels because I think they will really have a full picture and not a skewed picture.; I do think that it is going to be important for him in terms of his aggressive first start to start tempering the strategy along with a view towards support staff because I think he has come in guns blazing on the academic side and probably to a large extent on the support side too but with a generalisation that there is the bloated centre and a lot of people sit around doing nothing. My concern is that, that view needs to be accurate and he needs to do the homework to make sure that that view is accurate. Otherwise we will experience problems from a peoples point of view.

8. (a) That's an interesting question. There has been times in the year when I have asked myself the question, what am I doing here? Many times. Because we just , we try and engage but nobody is listening and the work keeps piling on and how on earth are we possibly going to do this. There has been huge amounts of frustration because we have asked don't just let us be a pair of hands, we want to be strategic partners we want to be able to talk to you about things so before you make a decision atleast just know us in that process and we finding that that is not necessarily happening. So it has been difficult from a morale point of view. There have been interesting projects so some has changed but there has been times when I want to "jump ship"
(b) I am going to be very direct to you to say that I don't feel valued, and what I find to be extremely ironic is that I am more valued by UJ than what I am by Wits. You know it is strange as if the expression is a "prophet is not recognised in their own country, yet another institution may see the expertise you bring to the institution and value it and your own institution doesn't recognise it. I think there has been many times where I felt on a personal level I felt very patronised, that for someone who has worked really hard in my discipline, my views just don't count. (*Probe : that must have impacted as well on your portfolio as part of what you do is to motivate people about how they feel about themselves..standing in front of these people who you know are going through the same thing that you are and trying to motivate them*) Respondent: we have tried to be honest, I mean we had a session with CLM where we tried to look at things in a positive way and when delivered that session I specifically said that when we deliver a session like that I am talking to myself as well because coming to the budget cycle and knowing the way that was handled, I know how frustrating it is when you have done your homework and have good ideas that have been researched and it just gets dismissed. That's why when we communicate with staff, we got to be responsible we cant tell staff members to look for other prospects of employment but when we do we say tot hem that this environment can bring you good things, great things for example learning through the bursary policy to use these opportunities and grab with both hands but this environment is also going to test you and frustrate you and you have to make sure in terms of your own journey there is still reason why you are here in terms of learning growth some kind of benefit and sometimes it is the frustration that actually stretch you and help you grow as an individual. But when that learning stops and it starts becoming very disruptive rather than constructive then it is time to rather look at other options and people are not victims people still have that choice. So we try to be honest , we have tried not to paint a picture of everything being perfect, we would be lying if we did

that and I think that is the way we have tried to deal with it is to be sincere in our communication with staff that there is always going to be a choice in every situation no matter how frustrating it is.

9. Well if I pick up again. I love the concept I love, it was by a man by the name of Robert Greenleaf I think his name was, and he came up with the idea of servant leadership that has now changed to service leadership apparently, there was also Jim Collins work on the level 5 leader, and why I like those two concepts is because the person is humble but what I find interesting in that especially in an academic environment is that humility is often perceived as weakness but if you read the level 5 leader and servant leader type of writings you realise that that person is actually not weak its just that they so confident about themselves that they don't have to have a big ego. Or you don't have to be arrogant because they know who they are and because they know who they are they will lead but when there are times where they have somebody else in their team who knows more about a certain subject, they have no problem stepping back in the line for that person to shine because they know in the interest of the team it is better for that person to deal with that section. That's where the humility comes in. if you want to be the boss all the time, and I don't think that is possible, because you cant possibly know everything about …its just impossible, so my views on leadership is someone who is charismatic , who has to be inspirational, I think when you open your mouth and speak you need to captivate people, you need to create a picture a vision of something that they want to be apart of but you need to really believe it , there must be total alignment of yourself as an individual and what it is you want to achieve, so that there is no disjuncture between who you are and what you are trying to do. When that alignment is there, there is that wonderful flow you can see when someone is sincere and they are speaking from a place of conviction. That's a good leader to me. Also you have to be competent technically in a number of areas to be a good leader because people need to respect you and you need to get the job done. But you need to have emotional intelligence to understand how to communicate with people. If you are missing out on the queues people are sending you, you are then unfortunately not going to get the things done that you need to do. But then create the platforms and put the platforms in place to engage with people and to read their body language and not to look at just what they are saying but kind of read between the lines of what they are not saying as well. Huge amounts of confidence teamed with lovely humility. And I am missing the humility in our environment at the moment.

10. I think that Prof Habib has the ingredients needed to be the kind of leader that could take Wits to a good place from where we were , I do , I just kind of hope that somewhere along the line, either through his own learning when he sees the effect of some of the things he has implemented, and the feedback he receives, I mean surely you adjust your course, every now and again and I am hoping he gets enough feedback on things that are maybe blazing a trail in a negative way but he can adjust his course. As a leader I still believe he is the right person, I know he is controversial but I still think that he is the right person, I would probably sound controversial in saying that I am not sure that he has the right team around him to a large extent he inherited a team, i don't think he hand-picked them at the DVC level there is one or two really good leaders and there are some that I have reservations about. I think at many times staff members do not engage with the VC but they engage more often with the DVCs and I think if we talk about leadership I am going to take Prof Habib out of the equation and say that Prof Habib just needs to be careful that he is not relying on information that might not be accurate and do his homework. I think he is the right person for the job but I am

concerned about the DVC team in terms of them being strong enough but also EQ oriented enough to translate that message and get it into middle and senior management hands so that it is constructive. I think that that is a concern.

…….

21th October 2013
Respondent 7
Coloured, Male, DVC

1. My name is Andrew Crouch and I am the deputy Vice Chancellor for academic affairs , Vice principal of the University of the Witwatersrand, I hail from a place called Kimberly, in the northern cape , I was born outside of Kimberly, outside the municipal boundaries of Kimberly, so it is not really within the city, but outside in a small holding. My parents were farmers, my father was a small holder farmer. We moved to the city after the area we were staying was declared a white area, during the group areas so I moved to the city after spending half of my childhood on a farm , living off the land, I was in the equivalent of grade 4 or 5 when we moved to the city and then finished my primary school and well as my high school. My family is quite large, being a rural family, I am sort of in the middle of the family, and we are a very close knit family, very conservative, religious, belonging to a Christian religion, Lutherans and we used to go to church. All the kids went through the phases of being baptised, conferred, married, had their children, so a very traditional family and as I said my parents were very conservative as all families are and to a certain extent I am continuing with that tradition. I am a very structured person and I do believe that, there needs to be structure in your life, your structure is your base, and you must believe in something. That is also what I teach my children, ehhh I don't have a large family compared to my father. I only have three children of my own and we have also adopted one but he is not staying with us anymore he is grown up now, ehh that's my family and my background. I ended up here at Wits via a detour after matric I went to study at the University of Western Cape because I could not study at other universities without applying for a permit. I think I am on record when I say I was selected to study medicine at UCT, but to be able to study there I had to apply for a permit, from the then Minister of Education and I then refused to do it an di ended up at an Apartheid created university . the university of the western Cape, finished my studies there , worked, then went back to do an honours, then I went abroad to Canada , Montreal, to finish my PhD. During that time I got married , returned to south Africa got a house, started a family, and at that time I was at the University of Western Cape as a senior lecturer, as a Professor in Chemistry , I became the head of department, moved to Stellenbosch thereafter as Professor in Chemistry , became Associate Dean, and then Wits effectively recruited me, and I became Dean of Science here and after four years I applied for the position I am currently in so that's a brief of my journey.
2. This should be middle of my 6 years…4 years as the Dean of Science and the current portfolio about 1 year and 10 months.
3. Universities across South Africa have very similar benefits if I am just thinking of satisfaction from what is in it for the employee. The work is more or less the same, the benefits are more or less the same, here and there, there are small discrepancies, so from that point of view I rate Wits similar to such as Stellenbosch, and University of the Western Cape where I worked before. However, there is a big difference in the culture, of the institutions and certainly I have to look at the culture of Wits, it is significantly different from that of a university like Stellenbosch or for that matter the University of the Western Cape. The culture has to do with what like to term compliance, Wits has a very very and it is ingrained in the culture a non-compliant culture, I call it the non-compliant culture compared to the others. Where it is what makes wits unique, it also creates a lot of challenges, for the institution, as a whole because it relates to a lot of wastage in the system. I do believe that from a point of view of employee satisfaction,

people would say Wits is better, because it creates more freedom but I think that it is actually worst because people don't come into a structured environment where they exactly what they have to do and have a clear exit point which is what I found at Stellenbosch.

4. Well I think for me it is certainly not one moment, its really conclusion of a process I would say as the Dean of Science, I managed to take the Faculty of Science, at that time as the number 4 slot, in the country to join number 1, with institutions such as UCT and Stellenbosch, and I think that people always don't recognise and I do believe that that was a major achievement and that within a space of 4 years. So that for me was the major achievement. If there were highlights, because they are different, I think I can point out two highlights. One I would say was conceptualising, managing and delivering the completion of the Wits science stadium, which was my project ,its there for everybody to see and I am glad that it is being used extensively. People thought that it was impossible, and I do believe that is one achievement. A continuation of this would be the Part B of that project which is the Mathematical science wing of that project which is now completed and I also started that during my tenure as Dean and unfortunately I couldn't see it through, because I moved to this position, but I still regard it as certainly over the five years in my view, of one of the major achievements in my tenure. The other achievement was the creation of an institute at wits which I did concurrently with my tenure here, that was the Global change and sustainability institute, again I conceptualised it , and I socialised it across the university I initiated the process I was responsible for most of the funding that is being raise dup till now and I deeply believe that it is now growing and I am glad that it is something which I can see grow into a much bigger entity in the future. So if I had to talk about highlights those are in a nutshell some of the bigger things there were smaller things which are not necessarily highlights but for me a matter of things that had to be done to get the Faculty of Science where it is today.
5. I think my impression of the leadership was that it would take the university to a different level . I believe that leadership has a certain lifespan, and normally a new leadership brings and infuses new energy and new dynamism to an organisation. But there is a lifespan to it, technically between five and seven years after which you actually have to review and see whether the leadership you have in place is still relevant for the time cause seven years ago things were different it is now the external pressure the internal pressure , all the dynamics were totally different . I do believe the new leadership we have now is a mix of what we had before and also a healthy mix of new people coming from outside with new ideas and perspectives so I believe, that there is some institutional memory in the leadership from the old team but there is actually new dynamics as well to take the university forward and I think that that is necessary not only in this organisation but in all organisations to meet the new challenges. As to my own expectations, because I came from outside not so long ago and people can argue if five and half years is long ago, I do believe that you come from a different setting into a new setting you can actually see within the new setting what needs to be fixed. People who are in that setting are so, they fixated on their day to day things , that they not looking out of the box . I had the luxury of coming into an organisation like wits with a certain perspective and I used that to actually I would say do a recovery job on the faculty of science . I do believe that it is the same kind of eyes that I am using now in my current portfolio, to try and get us to another level and I am doing it now apart of the new management team so my expectation is that we take the institution to a different new level in terms of our mandate to train the new generation of leaders. Our mandate in an educational institute is to do that but we have to do it within the current context, anticipating he future context. One has ot review the situation five to seven years for

now and ask yourself, do we have the right mix of leadership then, that we need to meet the challenges .

6. (a) I think here again , the VC and I think very similar on what needs to be done and we may have differing views on how it should be done but that is the only difference and I think if you speak to the rest of the team you would find that they articulate the same view. The VC is very energetic, forward looking, but with an institution like Wits , its almost looking like a tanker that you have to turn, and it takes time to turn a tanker so cant treat it in the same way as you would a yacht where you turn the rudder and the boat turns and changes direction. With a tanker one has to be very careful how fast you turn to change the direction of the tanker. And I think that sometimes as a leadership we think that the university is a sail yacht and its not its actually a tanker and we have to be cognisant. *(Probe: so you using the analogy of a tanker an dif you look at a tanker very much a load , so lets say the load is your employees, from the general feeling that I have been getting having interviewed about 6 people so far, varying on levels of the hierarchy, the general feeling is that people are happy about change and they know that it is needed, but there is a disjuncture as to how the change or the rate at which it is happening and the manner in which it is happening, I would not say that people are feeling unhappy that it is happening, rather uncomfortable with where they find themselves in this change and that uncertainty that's kind of looming there. Yes I am not getting the full story, I am getting just 25% of the 100%, whats your views, I know the VC has these townhall meetings and people can go to these open forums to voice their opinions but from some of the feedback I got, people don't really feel good to come to a forum such as this and voice what they want to voice, yes you have a few that are vocal , the general feeling is that okay is this just a way of saying that there is some employees engagement? Just a label saying I am engaging employees but nothing comes to the fall thereafter?* Respondent : well as I said I always claim that I am new to wits, and I will probably even claim this even if I am here 20 years because I come from a totally different perspective . if one looks at lets say the load of the tanker , im using the analogy, I already said to you, that my impressions sitting here is that sometimes we think that the university is a yacht and want to change the rudder and it must change direction which is not the right approach, because you find that you inevitably leave people behind, which is actually what you described, if however you have a change , the change you must communicate the change, and say that this is what we want to do , these are the timelines we need to actually do them in and in this case because we had to fix so many things so quickly. It created the impression that there is a lot of changes that's happening so fats and that is causing the uncertainty, because Wits runs what I call a fedral model. I do believe that if there is a change , change needs to be properly socialised and the lowest possible level. Now the difficulty with that is that we are going to take things too slowly, so there has to be a healthy mix between what I call immediate changes which I believe is going to shake the institution to its foundation where everybody will have to readjust almost immediately , and one of those changes I would say is to change people's views of what their responsibility is towards the institution, and that h sot do with their own interface, with their work , with their service culture, and what they deliver, that's the one, so you can to people and change that by saying "oh we must do better"… we tell them this is what you signed up for as your contract and this is what you need to deliver, if you don't do it, walk!...that's one way of doing it, and I think that that has been done and now people are suddenly feeling uncertain, because the equilibrium has been disturbed. I think it is good, to push people out of their comfort zone because it is necessary, for people to grow, because if you don't push them out of the comfort zone there is no prospect of growth. But we now in the phase which I call the consolidation phase where that has been done last year with

people feeling very uncomfortable, we had to go and actually tell people "listen so you know what you had signed up for, in the past this is how you have reacted, what do you need now to get the maximum out of you?" and I think that is currently being faced. But I do find that when we have the town hall meetings you are correct, only the people who have the courage to ask the questions will ask it. The majority of the people will go back and continue with their complaints. You only hear and know about these complaints if you actually challenge them on a particular work environment and that is for me what I pick up. My own approach has always been you say to people, I prefer to drive an upward driven model to say 'this is what is expected from you, now if that is what is expected from you have you signed up for the right job? And if you have not signed up for the right job let's have a discussion as to whether you are the best person to achieve that an di don't think we have come to that point where people have been directly confronted with and I think that one has to have a honest conversation to say "how do you as a person see your interaction with what you signed up with? "and is it actually the right thing for you to be able to achieve the goal of the institution. And if you don't do that there is always this disjuncture, because the individual will always say "well this is my expectation from wits!" and wits says "No no no no this is not what you signed up for!"….an di see that happening a lot because people don't look closely at their contract and what's expected from them , they come in with their own perception of what they supposed to be doing (*probe: well it comes back to you saying that it was a culture here where there has always been non- compliance with going with whatever the flow was but now …and this has come out from other interviews as well that yes we know that there is a change ,yes the change is good because accountability was a huge issue here , people not taking accountability for their actions , wits was actually dragging its feet to what the vision was or what the sole purpose of the business was and the VC expectations/demands may seem unrealistic but are actually not given that the demand was always there but never met)*

(b) yes

(c) I wouldn't get out of work in the morning to come to work if I feel I cannot make a contribution , but I think that is my individual approach to work and life . The day I cannot contribute towards the organisation I think that is the time I must actually make a change in my life and throughout my career that is exactly the type of questions I ask myself. I come to actually have job satisfaction, to be able to make a contribution within the frame work of the institution if I cannot do it anymore it is almost as though you have outgrown the space or the space has shrunk so that there is not void between …I think once you reached that stage you are asking yourself the critical question should I then move on to a different space that will give me that satisfaction. And until that time comes I as a person am still happy with what I am doing and what I am planning to do in the future. There will come a time when I have to ask myself the question, is this still what I want to do with my life …so I haven't reached that stage as yet…

(d) *Probe: so saying that you have been here almost a year now has there never been a point where you felt God I just want to leave, or felt like a cog in the wheel*
Respondent: I can't say there has ever been a point where I felt that way. For me it has always been this is me this is the institution objective…ehhh…what role can I play and how can I communicate and manage that role with people that I am working with and obviously I regard myself as somebody on a strategic level, and not of the bogged down work but more a lot of operational issues and maybe that's the difference that through my internal interactions and well as my external interactions I can see a synergy and I think that is what is driving me as an individual. There will come a time when I will ask myself, so we have met all our objectives of the next five years and the institution was taken from A to B the question is what more can I do

…ehh and like I said earlier the need for somebody new with infused energy to take the matter forward I always believe in the lifecycle of an individual and that is not a culture in South Africa we want to have the cradle to the grave kind of situation with jobs, my view has always been between 7 and 10 years , you can look at my track record cos I do believe that if you longer than that in one job then you start becoming a loner, because the institution is not doing enough for you , they are not done that and they are not doing that , and you never look at yourself, what are you contributing, you will always look at things like why is my WIFI not working why isn't this working , for this and that, you start looking blaming other factors for your own unhappiness and frustration with the job. I believe it is healthy 7 to 10 years, you either have a promotion going into a new space or leave the organisation and go and do new things that will take you forward. Otherwise there is very little growth. *(Probe : I just want to touch on something that I am using as my conceptual framework within my literature , I came across a model that look at the three different dimensions of leadership your operational, organisational and people leadership which works in tandem in order for this to become a well led organisation, and I have been getting a sense form what I have been getting via these interviews a lot of people have bene pinpointing the fact of yes we see that there is some sort of emphasis on organisational, but that the three are working in silos, there is an emphasis on organisational and operational but the people aspect seems to be neglected in some sense. It was not a once off view but a repetitive , the people aspect kept on coming in , not so much as in people are not held accountable for their jobs, people are happy that now accountability has been emphasised but more in respect of the deliverables they are expected to give without being tooled or developed to deliver. I the past it has been the same situation, and now there is change but not so much as in this aspect of people.)* Respondent : yeah I look at it like "*you can take a horse to water but you can't make it drink it*" kind of situation because I certainly believe in development and organisation can have all the resources all the opportunities but it is up to the employees to take up those opportunities and that is a highly personal decision depends on the employees state of mind, circumstances , time constraints, etc., in my own experience as Dean and now as DVC I do believe that the institution is making an attempt to try and upskill, and the opportunities are there it is how the individuals take up the opportunity for development. You find as with many organisations it is the go getters they are ones that pop us at every workshop or training and development opportunity and they are the ones that move forward but the bulk employees are the ones saying what is the institution doing for us, I am a Registrar or I am a Deputy Registrar and I am expected to do X,Y and Z but I don't get the support but in the meantime there has been changes to the operations , there has been new developments but the person is not willing to grab the opportunities and engage with it. I can show you the statistic for courses offered at CLTD and the uptake of those training opportunities and then you have to go back and ask who are this people that have not engaged and they say that they don't get time to do that due to the volume of their jobs. But have you asked if you can do it after work or on a Saturday these courses and training opportunities can be offered at times when you are not in your full time work. So it is a matter of looking at it from both sides. What I do find certainly in terms of training and upskilling development is now for staff compared to 10 years ago there is ample opportunities for people to engage. One has to start interrogating the reasons why people don't take up these opportunities. The organisation is now providing the resources to actually do it but if you look at the way the budgets are developed in this institution. You put down what your needs

are and then the needs are congregated into a bulk and tweaks need to be made at the end of the day it comes from a needs driven process so if I comes from a needs driven process why are people saying they don't have the necessary resources. I think it is an institutional culture change because people were use dot doing things in a certain way coming in at 10:00 and leaving at 12:00 and then go and do their consulting or this or that and they want it to continue …now somebody is coming and saying to them but you know that is not what you signed up for. You signed to be here 8 hours a day so a lot of people are uncomfortable and now the frustration bubbles up because there are other things that they were used to doing and they can't do it anymore. It is actually a matter of changing the culture of the institution and saying to people that you make up your mind what you want to do but this what the institution requires from you. People always say we must pay market-related salaries. I will give you an example…see what a secretary is paid at BP and a secretary is paid at Wits …and the moment a secretary at Wits is paid 20% more than a secretary at BP. If you looking at the conditions of work like a company at BP, you have to be there at a certain time, they expect you to perform at a certain level, they supposed to look a certain way they have to inform their superiors about every single move that they are making, and you find a totally different culture. And then you ask people but why do you work like that here when you came from the private sector and now you are a totally different person, no it's the culture of the institution , this is how people work here. If the same is demanded outside why can't we demand the same work ethic from them? And it runs throughout the institution I can quote numerous other examples of when people have come from the private sector and they found this place as a holiday. People at wits don't really know how good they have it but still we have all of this unhappiness.

7. **What is the tell-tale signs a good leader?**
   Giving direction is one of the signs but giving direction in a sense of its not use you run ahead of the pack no matter how good you are as a leader one needs to be steadfast in their direction, and be able to lead but in close proximity to your team as well as the rest of the institution. I think for me that's what a leader is.

8. **Do you think that the leadership of the day will take Wits to greater heights**
   Yes well there are definitely signs that it is going to be achieved. The groundwork has been laid, it really a matter of changing the institutional culture to actually buy into that direction that has been set.

…….

N.B
The respondent covered content of two questions was on the interview guide but was not asked because the respondent touched on them within his answers for other questions posed.

29th October 2014
Respondent 8
Black, Female, Dean

1. I grew up in Durban in a township town called Kwamakuta, which is in the south coast for me means sea and I love the sea actually I never thought I would live in a place without the sea so I am very much into nature, landscape, but the experience of having gone across the country and living in other parts of the country and even outside the country has made me more adaptable to all types of landscapes, intercultural interactions. I am really motivated by the diversity we have not just in the country but across the world and how it impacts on our own advancements in growth in terms of economy and interactions with other people to enrich our own sense of identity. That is what defines me I am very into interconnectedness, amongst human beings and nature and how everything in life fits together.
2. I am here almost a year now, in December it will be one year , I started last year on the 1st December and I had just joined from Nepal from Cardmon Due near India, I had been there as an advisor to the VC, and it was just a 6 months projects really , It was a new university and they were just setting up some policies and somebody who had worked previously here with the ministry of education here in south Africa so I have had that experience and insight into
   what happens here at universities across. I have worked with HR , research and now I am with students, and prior to going to Nepal I had been with the UJ, I was a specialist advisor to the VC and later was executive director in HR.
3. Without giving numbers, I think that the university is very engaged in terms of employee issues , goodness the amount of consultation that happens with the employees to ensure that , for instance consultation on policies , I mean sometime I feel it is consultations to no end, I think the drive is to making sure that the people have a say , have an input into what ends off being university policy and I think that that is very important in terms of employee engagement , I think we just need to put more timeframes , I think cos a lot of debates to no end and I realise that the university is making effort to work on that . It has been raised at the level of the VCO, but for me it really shows the efforts by the university to make sure that people have a say. So I would rate the university as very highly concerned about employee engagement in terms of policy and I know even around the negotiation for salaries, and the town hall meetings that happen where the VC has periodically, the town hall engagements are also an indication of the university's interest in the university community and employee engagement also.
4. I think for me it has really been the recognition of the student affairs being key and core to the academic agenda student support services because this is what student affairs is all about. The recognition of that not only verbally but in action , shows that student affairs and the servicers and visions are mentioned in every strategic engagement about student success and about student wellbeing so that a holistic approach to make sure that everything to do with students is engaged and it is not just about academic success but how do we ensure that they are well mentally, physically , they are engaged in cultural debates and sports which I what we do well in terms of their finances and in terms of accommodation and so on so for me the highlight is that the portfolio has been lifted up to a VCO status basically to be in executive meetings and have student affairs permit at every discussion happens there, that's for me , it is not even a personal achievement as much as I have driven it for me it has been important that if we talk student centeredness it should permit every discussion that we have and that students should be at the centre as clients that bring in money and if we want to raise , make up for deficit , they have to raise funds you know those type of things , but that students are more than just that , while they can be

our core customers but they are human beings that we are taking through an educational experience that recognises them a holistic human beings and their needs need to be attended to .

5. That's an interesting question as I did mention , I did work at UJ so I do know Adam from a long time , before he even worked at UJ (*Me: so UJ culture and Wits culture is completely different, but then you would probably be able to give me a better insight if we looking at the way the VC was at UJ compared to here , the style of leadership obviously cannot be the same*) Respondent : like I say I know him form even before UJ, even when he was at the HSRC and I have seen him in other fora , for me it has always mattered what type of leadership I am working with. For me it has to be inspirational leadership that is also helping me grow as much as I feel I am contributing support and they achieve the goals or we achieve as a collective. Adam is one of those people who believe that him coming to Wits to bring in some vibrancy some change in thinking. For me wits has always been outstanding in so many ways but there is always a danger of being complacent at some point because you achieving so well. , research, teaching, learning, that sometime you need a leader that is going to take things to the next level and bring another sense of vibrancy. I also know the predecessor very well and I think he played his part very well almost 10 years and he kept the institution stable, consistent, people have been working well and sometimes it has a lot to do with the personalities. It was high time that a personality like Adam came in to shake things up a little bit , I mean he is very dynamic , very driven , very involved , beyond the university to bring in that international touch in terms of the vibrancy he brings and the connections that he brings in terms of research , fund raising especially, Adam can get people to contribute towards a vision . he is very sharp he has got wild seeming ideas , he wants to transform Braamfontein precinct. (*Me: so he takes a very radical approach*) Respondent: yes yes I mean he has brought in another different energy and I think it was high time for the university to have a different energy. The one that has been there before is great in just keeping things stable and maintaining that performance level, but he has brought in a different type of energy. (*Me: and you deal a lot with students and I am sure with your interactions, you would have an idea how they feel about the change. Because as much as I tit affects employees it also affect the students…what has been some of the general effects it has had on students with the new leadership that has come into play….are they feeling motivated, optimistic the way the university is going*)… you know Adam is very accessible, the leadership is very accessible it's not only about Adam also the other executives but I think it is also by virtue of Adam being in the leadership , we myself now being at VCO that also contributes towards the receptiveness that is there . to dealing with student issues, and being conscious certain decisions won't be made until there is a student's input, where colleagues will make sure that I am there with the students. I think that this is probably going to grow even more this year and in the past year, student centeredness. Off course it is never enough and it will come once in a while where students will appreciate, that you are accessible that we are able to come and discuss things with you or that we work well together but that is typical students. Student leadership don't always want other students to feel that if they acknowledge management input and accessibility and a good working relationship they are now on the management side , it is almost similar wit the employee trade union ….(me: but the overall is that there is some level of optimism)
6. Me: I wouldn't think it fair to ask you to compare Loyiso and Habibs leadership as you came in one month after Habib..so I will move to the next question.
7. (a) the new leadership has been very supportive as much as it has to do with my own personality where I say that this is what we are saying in our strategy we promote student centredness we need to make it seen, we need to make it felt. And there has been support around that and I think it had to do with how we approached that. For me it was about if

you giving me this job this is how I want to do it and I need the support and especially for the leadership before we even start engaging students. I have been getting tremendous support for the portfolio and when there is conflict issues we are listened to, my portfolio are listened to my inputs are taken seriously.

(b) Yeah I am very optimistic and for me as I said it is about making sure that students are the centre of strategic decision making and for me that has been the ideal. E.g. if you looking and teaching and learning plan it is all about how the students are supported to achieve the outcomes of this programme.

(c) I think a lot of this has to do with personalities so even If there might be times where I feel just a cog in the wheel type of approach, ok for me there is nothing wrong with the being a cog in the wheel because the wheel does need to keep going . If it means that my role as a cog is needed then I will do it to the best of my ability. Without the wagon and a driver we will be merely a cog, of no use. So at sometimes you need to do what is important for the bigger function of the system. So for me that is very important. So you have to have the approach and really a sense of what role you play. But I the part of the bigger scheme of things I am a part of the bigger family. (*me: so I am looking at a very top down bottom up approach and for the interviews I have been having many people, there is a sense of yes we need the change but the rate it is happening so coming from you who has a bird's eye view given that you are seeing this for the second time, what are your views on this*) Respondent: yes well you correct, remember I also worked with the Ministry of Education when there were lots of changes and change management issues, so it is not only UJ or Wits but really across the board, to make interventions, provide support for all the institutions that were going through change. And then coming into an individual institution and seeing the impact of changes and paying a role in moving things up to the next level with the experience of how the change management with the appreciation with how the change management has been harrowing or has actually come up with good results. *(Me: from the interviews I have had people have said that the coping mechanism for the change has been a staggering block and how do people deal with that change and process)* **Respondent**: yes and also how sometimes information of the change is not always carried across as it should be…because yet again people used to run things their way…and now people feel that the leadership is micromanaging everything they are doing but also for leadership it is some micromanagement but keeping sight of the macro sort of move…as they just want to make sure everything is done. Like tying people to timelines. But it is basically about looking at achievements in a way that is measurable to achieve the bigger goals. So therefore I say that there can be a misunderstanding for the need for micromanagement approach *(me: so it is rather a deeper investigation rather than micromanagement)* **respondent** : yes ..but it is more a deeper investigation and keeping things in perspective . we are all together in this

8. For me maybe I am just a very ambitious and demanding , but for me leadership has to be very consistent and I have worked with different types of leadership and I tell you the moment you start deviating from the goals you have set , you don't practice what you preach, you say one thing but do another, you lose credibility as a leader so for me that is very important . we can talk about all types of leadership , transformative etc but for me even if it is transformative, you as a leader need to be consistent. Losing credibility can have such a dire impact on the people that look up to you as a leader. So very much about staying focused because if I am coming to work with you, we are working towards a goal collectively , so chopping and changing without collective change of mind,…but even if it is a collective change of mind if it happens again, if it happens again and you haven t even realised the first decision.. so inconsistencies …so even the executives lose focus because there is this feeling that oh its always changing …it becoming a norm or we never achieve what we have set out to , we have promised too much and cannot deliver. so once you have that personally for me it's time ….(laugh) to go …as much as I am saying change will happen it is how it happens.

9. Mm great heights…I like that ….that sounds measurable….(*me: laugh …ok if we want to talk measurable, wits has a visions, with regards to the PG throughputs and now with academics having to come to the forefront with regards to publication because it is all about subsidy from state so sort of the "survival of the fittest" so if we look at that as something to be measured, do you think the leadership can take wits to those heights?)* **Respondent :** I have absolute confidence it will …well off course at the beginning there tends to be teething, people not necessarily open to change but once again I think that once people realise the need for the change there will be consistency. whatever plans we make we are going to get there….and it is about delivery and we talking distinguished Professors coming aboard ….and there is a lot of information on a ranking and to rate us as institution, so we are paying attention to what happens in that area…..so if we are rated 2nd to UCT we want to know what makes us no 1 to UCT …so the institution does have the capability and the intentions are going to be met. I think there is enough drive at the top right down to the deans and HOS to reach the goals set.

3rd November 2014
Respondent 9
Indian, Male, HOS

1. I was born in Durban , Brits, lived in Newcastle most of my life in Durban lived overseas, came to Wits 6 years ago , yah when UKZN was beginning to fall apart
2. *Answered in question 1 already*
3. That's a challenging question I used to be at the University of Durban Westville and then I was part of UKZN an di taught in other parts of the world, so ehh I think I think Wits is one of the top universities in South Africa ehhh I think it is an extremely exciting place to be ehhh the debates and the kinds of issues that come about here are almost on a daily basis that huge difference between Wits and other universities is that wits is only now try to develop the strategies that other universities were facing 20 years ago , some cases even before that. I think that some of the universities in the Western Cape and University of Durban Westville were facing these issues, 30 – 35 years ago massification, large number of students and how to deal with this. Students that wanted quality education but I think that the Universities like Durban Westville and Western Cape began to move from the bottom of the rank to somewhere in the middle. Given Wits current student profile it is very much the student profile that Western Cape had of the old ethnic tribal…but these were city based colleges not a college out on the stick somewhere or something along the line of the University of the North, I just want to make that distinction. Ehh and so some of those kinds of issues which are being faced here now , and I see it the perplexity of some of the faces in the way some of the long standing members of this university can't come to grips and simply have no clue about what needs to be done. What are the issues involved and so on, they can't for example understand why students don't have money, and they can't understand why students send half of the bursary they get home. They have no idea why books are an issue and cuts across both black and white staff. They cannot understand why it is better to allow a student to write now given that if you don't let them write now and give them the DP you sitting with the same student and the problem are worst. These are issues that places like Wits and UCT and to some extent Pretoria and Stellenbosch never faced. Other universities in this country faced these 20 years ago they are only beginning to face these kinds of issues now. And they have no idea…not that they have no idea…. (Probe*: so it is still at an infancy stage for them?)* Respondent: yeah they really at the beginning of coming to grips with what are happening. They had a very marginalist type of population of income groups that came here in terms of race, gender and now they have to face these. For the first time they are facing that there are more woman students on the campus that there are male. So there is all these things they are trying to grapple with while trying to maintain their standing but also in a completely different context because we no longer living in a university environment that was 80- years ago. The university now has to face the global world and that global world I very intolerant of if you want to be placed in the top 500, you play the game according to their rules and so you have the countries problems of transition impending on the scholarly intellectual programme at the university and it has become very very complex and difficult field to play in and it is hard for wits as a university to come to grips with that . (*Probe: so it would be difficult then to rank it given that it is only dealing with some issue snow that other dealt with 20 years ago?)* Respondent : Yah Yah……
4. Look I think the defining moment for me was the first few weeks when you would come onto the Wits campus and go from virtually seminar to seminar, to workshop …virtually never going to your office , there isn't a campus like this , well in my experience in south Africa. There is something going on all the time virtually in every faculty , everyday all year round that is what makes this university exciting and that places this university at the top in

my view than say UCT or any other campus. I have been on those campuses and they don't have the same excitement that you have here. That has been the highlight of being here. And people told me when I arrived that it was kind of the revival of that term , very bad experiences that it took them along time to get over. One person told me that their department took 10 years to get over the (inaudible) incident. (laugh) good grief…but I will just take him word for it. It was serious enough to think in those terms. *(Probe : so I guess they did not have this issue sot deal with so they had time to be more into the academic scholarly , but now a more emphasis on operational , organisational matters)* Respondent : yes, recognising the need for are taking on graduate students. But also realising that you cant teach them all. Because if you have a too big a class it would be kind of ridiculous. So you don't want to go down that route which some universities went through 20- years ago and it went nowhere I mean some universities literally failed they were financial failures and as a result. Realising that senior managers of this university know that that is not the way to go. But at the same time we have got this huge pressure to educate a groups of young and upcoming people. At the same time you know that if you go down that route you are not going to be able to do your research and not be able to concentrate on PG students and so where is this delicate line? And people are very acutely aware of it. I am supremely and acutely aware of it. Because there is also a financial aspect to this. If we don't have a requisite number of graduates it would mean that you will have to start retrenching *people because you cant pay for their salaries. (Probe*: so it is a bit of a vicious cycle that you are in) Respondent : okay so what can you do with X amount of budget. It is very hard to come against people who say things about the university that is not true without having a full understanding. (inaudible)…….what we can take from it though is that universities need to do more.

5. (respondent : silence …followed by a laugh) (Me: I *am not only making reference to yes we have a new VC in reality It cannot be one person that drives everything*) Respondent : no…(Me: *so in the context of leadership he is also accountable to a chancellor , but whatever has been coming from top down, with regards to mandates jobs and levels of accountability and also the challenges that university was facing at the moment, and the new leadership coming along and bringing about "change management")* Respondent : look I think the university needed new leadership I think that the previous leadership had a role to play in the large part of it was one of stabilising the university after a very traumatic set of events some 10 years ago, so and certainly from my point of view it went through the bad period so a lot of stability had to be put into place I think apart of that instability was in the change in which the university was restructured, the introduction of schools, and clustering into smaller number of Faculties. But that was not just peculiar to this university every other university did this and so it wasn't like it was unique to Wits. But I think that that, cos I have worked at different universities, I think it was traumatic for all universities I South Africa to do that. I think it was part of trying to change the nature of the university in a country that had huge development. For a university like this which relied on a number of sources of people , there were immigrants coming from Europe who knew how this university functioned, so this institution relied on these types of people now you are dealing with something very very different and you needed a change in leadership to drive those kinds of issues. Very different now. Needed new ways of thinking. In the last few years that change has taken place we have a completely new set of leaders now some of them have only been in office for a year some slightly longer ….(inaudible) I think that we needed that , the ideas that they have put forward are all great ideas. (*Probe: so from the other interviews I have had, people agree that we need to have change and they will embrace the change but it is the manner in which the change is implemented that crucial problem for many people*) Respondent: yah yah I think that some changes have to be done head on regardless of how people feel, the routing out of those that had the privileged status or dealing with things just cannot go. The way

Wits was in its privileged position before cannot operate in that manner anymore. They could have pursued that model only if they had vast amounts of money.

6. I wouldn't say they are polar opposites. Some idea came when the old was here for example the "at risk programme' this came from the previous executive team, which I think the current leadership is not too keen to put into place due to the resources, when i came here that was one of the things that was high on the agenda but the idea behind that is how do you begin to get more research out of the university that is slowly beginning to plateau. Even though we see a rise the amount of time to deal with that is going to reach a plateau again. the only way around that is if you teach less or you employ more people which is kind of obvious uuummm…this idea of distinguished lecturers not that much different from an institute strategy because essentially what it is saying we bring some very powerful people into the university system to set up institutes into department and Faculties . the idea is very similar the approach is very much different. For me the idea is great but the actual implementation of that is highly problematic. I have had to do one or two of them already and the experience has not been pleasant. But to do that in a space where staff are already feeling they are under pressure with a lot of teaching and not enough research (Me: so it creates that you have been here for years but you didn't actually get it…we have to bring in people that are now more superior to pull the crowd) **Respondent** : yeah on the other hand I did one for another distinguished Professor which was an absolute pleasure and who said i am willing to teach and to do my fair share but with conditions that I can research and publish that must be figured in the way in which the workload is distributed. I think it is about knowing what is going to happen and managing it. Managing the expectations of people that are coming in and people that are already here.
7. (a) okay if you want to think of it in my role at the school my deliverables have been as a HOS. As a school as a whole we have put into place strategies to deal with the deliverables. Our Masters and PhD levels are unpredictable and hence this is problematic with regards to when they will finish…given that the new strategy is highly dependent on this with regards to PG throughputs and those as we have said over and over and over again are unpredictable. We don't have enough resources to provide for a range of programmes and you will find that we will reach a plateau. The numbers we get are pathetic. If we look at first years, 2nd year the graph shows it is up there but when you get to PG ….the numbers are growing but the pass rates are decreasing…particularly at the Masters level. But it is variable around the university. Got to go for more team-based research and incorporate PG students into that.

   (b) **Trajectory of the institution** – Respondent (yes I am quite happy but we need to moderate our expectations. So if we want the research outputs and the graduates we have to have something in place to support that or it will never work.
8. **What constitutes good leadership? –** I have thought about this alot and I think that there are different kinds of leadership …ehhh…I think for me and I am only looking at it as a Head of School, we require a leader that can take people into a direction we would not normally take and point to them based on firm evidence, difficult to convince academics without the evidence and this requires you to do a lot of thinking with the evidence. You need to take people though these steps and convince them. you have to be visionary but you need to get down and dirty and take those hard decisions. What is in the overall university's interest to go into a particular direction. (*Probe : with this research I am looking at a specific model as my conceptual framework and it is driving more towards what is a well led organisation , it look sta three dimensions, being operational , organisational and people leadership and these three working in tandem to have a well led organisation. In your view do you think that currently and I know that the institution is at an infancy stage with the leadership itself but from where you are right now as a HOS and an academic do you see this happening that this is in tandem or that the three are working in silos?)* **Respondent :** I interact with ball the

DVCs at one point I think they have now a much clearer idea of having to work together a lot more clarity what still astounds me though in the meeting though is where 20 year plans are talked about , talking about the 100s or millions rands required which tells me that they thinking is on track because you got to think about those terms but knowing also that you got to plan a yearly, a three yearly and a five yearly plan. And I think that that kind of thinking is beginning to gel, in a concrete way. These three things have to happen simultaneously, and i think the leadership is very much aware of this.

9. I think we at very early stages. The higher level leaders, for them it is you sign in 5 year contracts with very specific. I suppose do you take the short-term necessary decisions without reference to the long-term, we are going to have a problem. What worries me the most about that kind of planning is that we tend to leave out certain Faculties and disciplines. Because it does not meet some sketched out plan on a sheet. A DVC who has a purely science background but understand in his role that things need to be done differently.

3rd November 2014
Respondent 10
Indian, male, VC

R: I am and you can keep keep my answers on your record.

R: I am comfortable and you can quote me directly

1. My Name is Adam Habib I am the vice chancellor of wits university, i broadly come from Pietermaritzburg and have been engaged in higher education for probably the whole of my professional life which is now 25years.And have been involved in issues associated with universities and transformation of universities and all of that.
2. I have been here since March 2013 and that's close to one year and nine months and prior to that I was the deputy vice chancellor for research faculty coordination at the University of Johannesburg.
3. I think that Wits as an employer is a mixed one, actually i think it depends when you trying to ask that question, I think we do know that as before I came as even just at the point I arrived at many people amongst the academy felt that Wits was not responsive to their interests. There were huge tension between staff and management, huge tension between unions and management. There were lots of unhappiness from students, and there was even unhappiness in some admin stuff. I not suggesting that entirely its resolved, i have set as part of my term i would like to address this and we have been involved for months in the whole series of initiatives to try and create a more responsively university to the interests of its stuff but a more responsive university to the society as a whole. That's has been a core element of my own manifesto as Vice Chancellor of Wits.
4. I think that we spent the first year trying to consolidate the issues i think that the first nine months were largely getting a handle on what the challenges are. Making some hard decisions with regards to placing the....functioning appropriately, making hard choices that.....Dealing with some of the challenges that have existed in the place, I mean the highlight for me was obviously the inauguration, my inaugural address. Where we had quite a successful event where I listed effectively what my agenda over the next five years will be. and the course of this year i think we have recorded multiple....our research output last year was up by fourteen percent, we have gotten new initiatives under way, we have made new appointments at the ..... level. We have gotten a new plan in place. Our income streams have begun to increase we recently raised a hundred million from a single donor which is probably one of the largest donation in the country as a whole. Wits I think is trying to move at a different place and hopefully we can consolidate.
5. I think that the role of a vice chancellor is ..... it depend on the life cycle of an organization. I think the life cycle of any organization changes over a period of time and what might be required in one historical moment may not be required in another historical moment and so I think ..... But if you ask me what the generic rule is, I think that there are two fundamental rules, one is to lead an institution and it to lead an institution requires to inspire its stake holders.....students and staff and that's something you have to do. The second is to steward the institution into an efficient administration. obviously you don't do this on your own you do this with a team but as vice chancellor you need to steward that, so it's both at the level of inspiration, the level of efficient administration, I think if you ask me the question about

the previous vice chancellor I think that different vice chancellors play a different role, I think that Loyiso Nongxa my immediate previous successor played an important role for ten years. Played an immerse role in stabilizing the institution , wits university had gone through a series of leadership changes that compromised it in quite a significant ways and he brought stability to the place and I think that was an important platform on which to build . There were some significant successes in in his ten year; obviously the most important was the enormous amount of infrastructure that he invested in the institution. Your science centers, public ……..and the fact that he played a significant role in stabilizing the place. I do think that if there's no, I wouldn't be saying something that's seen as a secret to say that by the time he left the institution and its community had become fractured and I think there is a multiple reasons for that some of which he could have avoided but some of which were slightly beyond his control and so I do think it's easy to cast ….against somebody else but I think one has to find themselves in that location before one can make full judgments on the matter.

6. Well honestly speaking there are two things that worth bearing in mind I think if everything had been running well I would be surprised if Adam Habib would have been appointed, I think Adam Habib got appointed in part from the outside because there was a strong feeling amongst the stakeholders of this institution that wits was not in the place it should be and they wanted somebody with a slightly outside experience to come in and so I'm not deluded to think that I would have got the job, I might have but I might not have I think that, that was partly the challenge. When I came in what struck me is that really a university is built by its community , you can have the best infrastructure in the world , you can have the best IT system in the world but if you can't get the community to gel in particular the academic to gel but also the professional administrative staff and its students you can't get them to function as a community u not going to succeed in turning out this institute and that might be surprising that the core of my philosophy is how do you governise diverse community with multiple ideological agendas and multiple interests and sometimes contradictory to come together as a cohered community to advance a collective goal and for me that's what ……why I spent so much time on building a social pact, I speak about a social pact, I spent so much time dealing with small factors, getting the administration ……the institution , making the hard decisions that needed to be made. All of those things I think were fundamental to creating a more cohering community …..
7. yeah I think so, I think that I am somebody who leads from the front, I'm very in your face like, coz I tend to have an agenda, I don't think in fundamental terms the strategic agenda has changed from Loyiso to….I think that in fundamental terms the strategic plan is the same. The big issue I am emphasizing how to implement and I am……. much more tightly and firmly that would be the case and I think that the organization requires it at this moment.
8. I Think that its people organization and operations, I think we trying to get ….an appropriate mixing balance right. I think there are many implicit agendas that have to happen……..for those three things to be …I think we need an appropriate decentralization. The institution of ……..this is one of the premier institution in the continent this is not an easy thing to get the right mix but I think the one thing we ought to recognize is that is exactly what we need to do with the organization has not been functioning well we trying to correct that , then….social impact is getting people right and operations is about getting efficiency and all of that so it is precisely that I haven't got the right skill set and the right

mix, not yet. I think we need to do more if we want to get it right there wouldn't be organizational mistakes…..some mistakes have great successes but some mistakes continue and we trying to correct that , and I think this is …..project to try and get it together. I think we on the right track but I don't think we have nicked it yet. I think we had to do more in the coming months and years.

9. I think that there is change happening and its happening at a rapid pace. There are two causes for that. One is we do operate in a world that's very competitive and we need to ensure that our competitiveness is at the fore front and that we require a pace and that is probably been having for the last eighteen months. I would argue that in part our pace has to be accelerated given the leverages that we had gotten ourselves into and I think we stalled for a number of years and so the pace has to accelerate to catch up with the others. But I have also said that with the pace comes reward so we are giving increases that are way beyond what our competitors give, I have to be the best paying institution in the country. But if you going to the best paying you must have the best productivity, you cannot have one without the other so there must understand about that, with reward comes responsibility. So do I think the pace is needed? Absolutely, Wits was at a very difficult pace the, the outside world needed to recognize there is a new show in town and I think that we could only have dramatically indicated to the world that there is a new show in town if we had picked up the pace quite significantly, I think that's has happened, people might not entirely agree but I don't think anybody in Johannesburg or in this country has not noticed that Wits is on the move. So there is a pace, I do think that we going to have to slow down a bit now so that we can consolidate and you don't burn people out and it's something that we are mindful of but we going to do that in a way that doesn't reintroduce leverages into the place and that's what we have got to manage.
10. Good Leadership I think two things, one is inspiration and the second is the good administration. If you don't have that I don't think you would achieve anything. I also think that good leadership needs to be contextually grounded; you must be both nationally and globally competitive. You must be, you have to be world class, you must compete with the best in the world but you aren't world class because you imitate somebody else in some other continent you world class cause you respond to your context and you are able to address the challenges of your context. That creates something you something specific. If you ask me, I don't to start……..you must inspire you must be responsive to your context and you must be globally competitive if you can't make all that happen I don't think ….the leadership……
11. I think, I'm not confident that……..obviously you always need to watch out for the……Do I think I have the potential to lead this institution? Yes, I think in the last twenty months some of this has been demonstrated, things are moving, moving in the right direction, I think many people are looking forward to it, I think its wide noticed, I think that all suggest that there is a potential. I think there is a danger that one has to the challenges have been achieved and also have to recognize that if you got to build running institution like a university there must be a continued innovation cause as soon as you become complex-ant you lose out and that may have been part on what happened to wits in a number of years

6th November 2014
Respondent 11
White, Male , Dean

1. I was born in east London in a place called Giloolys, went to school there and came ot wits as an undergraduate student in 1982 , came in with a scholarship graduate with electrical engineering in 1985, I decided to do a Masters degree, with Eskoms support and effectively got employed by Eskom between 1986 to 1990 during which time I completed a PhD and at the end of that period joined the staff at the University as a junior lecturer that is what they called them back then . I have retained very close links to eskom. they are my biggest research sponsor. The other interesting thing is that when I was in school I used to run the school newspaper, so since 1990 I have also been a director of a publishing company , business publishing company so we publish predominantly the built environment and coincidentally it turns out I end of being the Dean of engineering and built environment , im a shared holder in that company but my participation has taggered down a bit. I thoroughly enjoy that because it gives me another perspective on the industry and I also have involvement in a consulting company. But also almost no time commitment anymore but that has always been fun for me because I really believe that in a profession you not only need to be a good educator but you need to be actively engaged in that profession. Those are the things I hold absolutely valuable.
2. Answered already in question 1
3. It is very hard for me to compare but , an engineer will tell you that the answer depends. I had many staff members as a HOS and I was a HOS for a two five year period and look there has always been unhappiness and the interesting thing is when people move out into the industry it is not necessarily a better place, we tend to moan a lot and believe that the grass is greener on the other side that's not always the case . my approach is and I have actually said this at the higher level at the university is that I will succeed irrespective of the help I get for anyone else and in a way that is a sad thing , the university does have a history of being a fairly bureaucratic machine and I think that that has always been a frustration and I think that will be the case I most universities and that is because you have this fundamental tensions between academic and academic endeavour which is driven by this fundamental need to create knowledge , to explore and human curiosity. Academia is really the fundamental realisation of that curiosity that we as humans have you know about everything . I think that my faculty and my head space is slightly more different as an engineer you very engaged with your own industry so the curiosity that you have could be conceived to be fairly commercial interest and therefore that kinda like drives you I a particular direction , perhaps that what makes it easier to understand bureaucracy where sometimes processes are in place for good reasons and as an engineer you understand this. Therefore there is processes and rules and we don't mind that space, and I think it doesn't impact on academic freedom whereas other people would find it far more difficult to accept that I am rule bound, in engineering we would say that the rules we are governed by are fundamentally the rules of nature, so you got to understand the rules of nature to design an appropriate solution. And we believe in understanding that rules it gives oyu a freedom and flexibility . we very comfortable working within rules . where we have a problem is when you constrict your problems with rules , to an extent that your boundaries overlap and there is no space left which is problematic and which was evident when I was HOS not so much as Dean as I have far more authority. As HOS I felt

in many instances constrained by rules and regulations that made it almost impossible to do my job adequately.

4. The collective moments for me is that I get a hellava kick out of watching youngsters graduate , for me it is about watching youngster achieve . when I was a HOS I taught a first year class , watching these youngsters come in knowing that probably half of them wouldn't get a degree and then to watch them succeed. That for me has always been a highlight , as simple as that, I think I share that also with staff members, when you watch a staff member a youngster really growing and I really get a hellave kick out of that and i think for me is that I believe that all my students are better than me and when I see them achieve that it makes me incredibly happy.
5. I had no knowledge of the new leadership of the university and an di was away out of the country when this all happened . I really had no view but I was given some hints that there could be some challenges. But I am actually quite impressed. But this we must appreciate that I am not speaking for someone lower down I the system I am speaking now as a Dean and a HOS of school , what I have seen is that we can criticise the decisions but atleast we making decisions and for me that is utterly fundamental . the worst thing you can do is not make a decision the other thing that is important, whereas it is important to hear everybody out, I am now putting on my industrial hat, I need to understand what people are thinking but ultimately it is my decision and I have got to live by that decision and off course have the courage to make that decision. The other thing is when you have made a bad decision, you must be able to say that as well. Now we have been through a decade where our decision-making was not that strong and I personally believe that we had lots of great ideas, very wonderful vision, but the challenge is how do you put substance to the vision. Now its early days but my sense is that for the very first time we are saying if you want to achieve goals you absolutely got to resource that . now that in itself becomes hugely problematic. I will give yu a good example, if you really want to improve the staff's salaries, if you really want to that, you can talk about it a lot but if you really want to do that you got to get more money. If you gonna get more money you have to be very clear where that is going to come from . as long as everybody understands the process you going to follow the consequences of doing that people will buy into it. But more importantly they will weigh up the trade-off. We tend to work in an environment where very often we allowed to view things from one direction only. I perhaps was very critical of what is going to happen if I do this thing. We had a school were student numbers were controlled actively because we could not let them go up but that meant a loss if income which you need to get from another source, now that is a staff commitment and I am now expecting you to get money which I can use to run the school so that I can give you less students to teach, do you agree with that , so we actively took our number form 250 downwards , the consequence on the university environment is that our budget goes down, their budget goes up but the problem is the short term solution. You got to talk about these trades-offs and not act as though they don't exist. We are at a point where I think that that is happening and I think people will have a better understanding of what the trade-offs will be. Bottom line is if you want to run a university you need to take in more students, second observation you going to fail more student. Third observation is can you sleep at night after doing that. That's I the question we need to ask ourselves
6. Look I am not critical , I think we have had outstanding leadership in many respects but I think that and here again I am speaking as a senior staff member I think that the engagement with the senior management is from my perspective far less emotional than the previous time I also have the sense that right or wrong we have some strong leadership in place , strong leadership doesn't mean people you going to like , ok, but I think that we have been really fortunate to have had excellent leadership. Whatever the

university is achieving now is based on the previous tenures of leadership and we mustn't forget that for one moment. So it would be unwise to assume that some of the achievement we have now is only because of the new leadership, not at all. It was because of what was done in the past . I think that my involvement was only as a HOS previously , so it is very hard to critique what I have seen on a one on one basis but my one on one experience where it did exist is a lot more positive now with most of the senior guys in the sense that I a left with the view that they understand the strategic direction we are trying to take and the challenges we face as opposed to its your problem find a solution. There is a sense that the leadership is stronger whether it is as well liked is another debate altogether. My sense is as dealing with lots of people as a HOS tight down to the lowest level worker I think that I the previous regime there was a more gentle approach to understanding people and whereas you can take me up with the highest people and say anything you want and I can deal with that, you can't do that collectively to people who are in a position like mine, so I think we have an element of that to deal with as well. How do you say things and how do you make your point , how do you communicate that and I think in the past we were a lot more gentle and maybe now something are sounding a lot more forceful then they are meant to sound, but that goes back to how do you deal with people.

7. (a) Yeah …look because I am an engineer I am very happy when somebody says what you are going to achieve. I want to measure your achievements, for me it's what get measured gets done. So I ha or anything like that. I have no problem with that; incidentally as a Dean I does not associate performance with bonuses or anything like that in my headspace. I don't think any of the Deans agree with that. the concept of saying I expect you to do something and I want to measure it, is perfectly I like that very much . it's the way you do the … that becomes problematic and in this university went though a period of that in the previous leadership and it was absolutely catastrophic and it probably destroyed our ability to get our heads around there is an expectation on performance and that it I the right of anybody in management position to monitor and measure and give you honest feedback on that but that feedback is wholly inappropriate to imagine that I will now give you a reward for that. Actually I expect you to overachieve , if you not I would need to understand why? That point of view I am very comfortable and make sense to me. The way I do it is quite different to how my own personal manager does it but a far more easy way of doing it , mine is really one of motivating and sharing goals , and let people do their own monitoring and come back to me as opposed to a very structured approach. This however is in my role as dean so very different from a guy who has to walk into a lecture room of 400 students every morning. As a dean I have to understand that those people have a completely different reality to me and they are why we exist. Therefor the way we articulate the importance of performance has to be nuanced by the reality of the environment within which you work. If I say something to my HOS and then to the guys that lectures 400 students, they would think I am an idiot. So we have to understand that there are different strokes for different folks and wherever you are sitting in the institution there are completely different pressures and the chalkboard or the cold face, where the action is happening they are the guys that make us have jobs.

   (b) personally yes

   (c) I am a Dean so right now I feel very proud of this institution and one of the reasons I feel proud is that we being seen to take stands we being seen to be clear. From an institution point of view I am proud of the people we have, the people are spectacular. And for me it is all about the people . for the first time we have senior leadership who are prepared to stick their necks out and say thing of the wall , that are genuine, that are correct, they are there and someone got to say them so I am happy

8. I must nuance this by saying that management and leadership are slightly different things. My personal view is that a good leader does not need to be a good manager , so you can have a moustache and run a country but can be a hopeless manager, that's fine. A good leader for me is someone who is respected. A good manager has to be a good leader as well but a good manager is also capable of getting the job done and to get the job done means that you have to actually put into place processes and people to achieve your goal and visions, whereas a leader is surrounded by people who supported by people these goals and visions. So leadership is really about creating a vision people will buy into , good management is about doing that and getting the job done. (probe: so for this research I am looking at specific model of well led organisation and it looks at three dimensions leadership which is organisational , operational and people leadership and stemming for some of the interviews I have already had, I am using a very top down bottom up approach but when I meet the middle there seems to be a sense of people feeling that these are not working in tandem but operating in isolation, so as you said you are speaking from a very senior management level so your realities are very different from one another ..(Respondent : yes we have to understand that. If I was a lecturer I would ay to you now yes I love the vision but I don't have the tools to achieve it. Now as a senior manager I know thaty we are in the process of getting the courage to say that we have to do these things and the consequence of this is this and this and this , but to understand that we can t do everything something is going to give, the challenge how do you get people to understand that something has got to give to achieve this objective. So the key thing for me in a university environment for me is to interact with people and people are the key for me because it is the people that will probably make the thing work . I can go into a manufacturing environment and replace people without any thought but this is not possible in a university environment where each person has unique expertise and what we need to understand is that it is my job as a Dean to get this message down to people who are frightened by the things they hear, it is to get people to buy in and believe , that is the key. I need to know that as a Dean my staff trust me that everything is in their best interest, I need to make them understand that sometimes their best interests is not necessarily what they think they are but that's not for me to click my fingers and say that is the way it is. If I stand up in public and make that statement it is pretty dangerous but that is my personal opinion. Bu t I am at a level where that part goes right pass me so I can understand based on the ranking you going to see this very differently.
9. Without question we have incredibly strong folk in the DVC positions , we have a VC who clearly has a vision and understands that you can just have a visions otherwise it becomes a hallucination and that you got to do things to get there , the challenge is how do you translate that down to the people who are going to make it happen, make no mistake it is not the money, it is the people wanting to achieve and the way you motivate an academic depends on the academic and i learnt that many years ago it size not one size fits all …..it is a very nuanced process and as an academic manager or leader you have to see people grown and develop and then they will achieve the overall objectives . In a university I am employing people who are critical but you cannot let criticism snow you down. You must still be able to say this is the direction and people must trust you , it does not happen overnight.

Respondent 12
Indian Female, Senior Faculty Officer
Sent responses via email due to non-availability

1. **Tell me about yourself, place of birth, cultural background etc**
I am a divorced Indian woman with three sons. I was born and raised in Durban, Natal. I am a very cultural person however not religious. Two of my sons are studying at Wits and the baby is in Grade 11.

2 **How long have you been with Wits University? Where were you employed prior to joining this institution.** I have been with the University for 12 years. Previous to this I worked as a departmental secretary at a hospital in Natal and thereafter a stint of 8 years at home with my kids before resuming work again.

3 **How would you rank the University as an employer? Given you past places of employment**? Very good

4 **From your commencement date to present what would you say has been the highlight of your time spent at the institution?** My highlight would be my years spent as a administrator/secretary for the Dean, Prof Max Price. It was indeed a pleasure to work for him.

5 **What was your initial impression of the new leadership of the university? and would you say that your expectations have been met?** Initial impression as that there is definitely going to be change. Yes Prof Habib has made changes that will take the university to greater heights in terms of student involvement, research etc.

6 **What were some of experiences of the past leadership in comparison with current leadership**? The past leadership was lacking in transformation.

7 **In your view how has the new leadership affected you as an employee/student?** Yes, it gives me hope.

Probe:

- *In relation to the mandate of your job with regards to expectations on deliverables*
- *Do you feel a loss of control over what was familiar that has now become foreign? (eg. The way things used to be done as opposed to how it has to be done now?) No*
- *Are you happy and feeling positive about the trajectory the institution is taking? Yes*

8 **How do you feel about your role and identity as an employee in this institution?** I feel good to be part of the institution however when it comes down to Faculty level, there is no sense for growth within the Faculty.

- *Are you motivated to perform and deliver well Yes as I believe my job is my bread and butter and I always need to give my utmost best despite the conditions I work under.*
- *Do you feel apart of a family or just a cog in the wheel Cog in the wheel*
- *Do you see a bright future for yourself with this organization. No*

9 **What in your view constitutes good leadership? (criteria that are tell tale signs of leadership)** A leader that listens to his employees and acts to improve better conditions

10 **Do you think that the leadership of the day will take Wits to greater heights? What are your views on the future of the organization?** Yes, I do.