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Courage in Leadership – A Narrative Study

Girish Nuckchady

A thesis submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in fulfilment of the requirements for the degree of Doctor of Philosophy (PhD)

Johannesburg, November 2015

Abstract

The purpose of this research is to explore the role of courage in leadership. A review of the relevant literature showed that leadership has been widely studied but is still not well understood while courage has scarcely been studied and is still diversely defined. It has been found that courage rarely has a place in leadership and management frameworks.

Leaders in Mauritius were interviewed on their experiences of courage. As this research is of exploratory nature, a qualitative design was adopted and unstructured interviews were used. A Narrative Analysis of the transcripts was carried out in a two-step process: Stories were extracted from the interview transcripts in a deductive manner using a three-dimensional approach consisting of personal, social and temporal dimensions. The stories were then inductively analysed to derive meaning from them using thematic and performative analysis.

This research has three main contributions. First, the manifestation of courage follows a cycle of four stages, starting from the Trigger Stage, followed by the Barrier Stage, Thoughts & Actions Stage and Ending Stage. Throughout the life of the leader, one cycle feeds the next cycle and so on. Furthermore, the contexts under which courage were displayed were: Change, Pro-Active Vision, Identity Tensions and Response.

Second, the following drivers of courage were identified: the external drivers Greater Cause, Support, and Sacrificing Something, and the internal disposition courage drivers Positive & Forward Looking, Self-Consciousness, Calculated Risk-taking, Values & Beliefs, Emotional Balance & Control, Prior Experience, Perseverance & Focus, and Ownership & Independency. The internal courage drivers activated in the transition between the Trigger and Barrier stages were equivalent to "Courage to Be" while the external courage drivers activated between the Barrier and Thoughts & Actions stages were equivalent to "Courage to Act". Furthermore, it was found that leadership skills act as mere facilitators of courage and courage drivers need to be present to drive courageous acts. It was also seen that some of the drivers of courage are very close to qualities of authentic leadership.

Third, the research has made a methodological contribution in terms of the development of a systematic approach to the use of narrative analysis in management research.

The implications from the findings are that courage development cannot be excluded from leadership development and can start in schools as well as in organisations as an on-going process, and that the methods of analysis developed in this research can be applied.

Keywords: Leadership, Courage, Authentic Leadership, Narrative Analysis, Identity, Constructionism, Post-Modernism

Declaration

I, Girish Nuckchady, declare that this thesis is my own original work, except as indicated in the acknowledgements, the text and the references. It is submitted in full fulfilment of the requirements for the degree of Doctor of Philosophy (PhD) at the University of the Witwatersrand, Johannesburg. It has not been submitted before, either whole or in part, for any degree or examination at this or any other university.

Girish Nuckchady

Signed at ……

On the …….. day of …… 2016

Dedication

To my father, who has been working in education all his life and has been a source of inspiration to me.

I also dedicate the years of effort to accomplish this thesis to my wife Beleena, my daughter Maneka and my son Rohan.

Other academic outputs resulting from this research

Conference presentation

Nuckchady, G. (2013). A narrative approach to the study of leaders in Mauritius. Paper presented at the International HRD Conference: Excellence in HRD for sustainable growth, Mauritius

Postgraduate Research Symposium

Nuckchady, G. (2013). Drivers of courage in leadership - A narrative study. 5th Cross-Faculty Graduate Symposium, Showcasing Graduate Research @ WITS: University of the Witwatersrand.[1]

[1] Awarded second prize for best paper presentation

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Chapter 1 Introduction

1.1 Purpose statement

The purpose of this research is to identify the drivers of courage and to explore its role in leadership. In particular, it will explore what drives leaders to act courageously at critical decision-making moments in their lives and how these drivers manifest in the journey of the leader through his/her life.

1.2 Context of the research

This research finds its roots in the increasing literature on what makes leaders succeed (Svensson and Wood, 2006) or fail (Price, 2000; Burke, 2006). One of the factors of leadership success indirectly attested to by the literature is courage (Allio, 2009).

The field work was conducted in Mauritius. Leaders in Mauritius were studied in order to find out how courage had manifested itself at critical decision-making moments and what the impact thereof was through their lives.

It is therefore useful to give some brief background of Mauritius, mainly from a social perspective, so that the reader can better understand this thesis. Mauritius got its independence from Great Britain in 1968. Between 1810 and 1968 it was a British colony. Prior to 1810 it was ruled by the French. As a consequence of this part of the country's history, people in Mauritius are bilingual (English and French) and also speak a local dialect "Creole". During both colonial periods, slaves, mainly from Africa, and indentured labourers from India were brought to Mauritius for work. Therefore, other languages and religions were introduced into Mauritius. Today, Mauritius has a population of 1.3 million constituting of a melting pot of diverse ethnicity, religion, social class, colour, and so on, resulting in groups such as Hindus, Muslims, Catholics, Whites, Chinese, with sub-divisions in each of these groups.

This very diversity added to the value of the research, in that any findings would not be associated with only one culture.

1.3 Problem statement

Leaders at various stages of their careers find themselves confronted with critical moments in which a courageous decision has to be taken, and very often taking or not taking the decision can mean success or derailment of the leader. In either case one can argue that whatever the decision, the leader is courageous, as posited by Walton (1990), who claimed that the worthiness of a moral act is to be assessed by both the planned consequences and its intrinsic value as believed by the actor. However, many leaders find it difficult to take the bold and expected decision that they know should be taken in the interest of their community or organisation, while a few will be able to overcome the risks involved and take the bold decision. The problem is that it is not clearly known how leaders experience courage or the lack of courage at such critical decision-making moments.

The last fifty years have been marked by an increased interest in studies in leadership (Gordon and Yukl, 2004; Lord and Dinh, 2014). Early attempts to develop a universal theory of leadership failed and today there is still a variety of leadership theories. Focus has also centred on the factors that cause leadership success or failure. Scandals such as Enron and 3Com created greater enthusiasm amongst scholars to study the "dark side" of leadership, i.e. why leaders fail (Price, 2000; George and McLean, 2007). At the same time, scholars have been studying what factors result in leadership effectiveness or a leader's success (Wood and Vilkinas, 2005; Burke, 2006).

Furthermore, various theories have been put forward to explain leadership failure. In many studies (Tait, 1996; Mahoney, 1998; Bass and Steidlmeier, 1999; Barlow, Jordan and Hendrix, 2003; Sarros, Cooper and Hartican, 2006), scholars have posited that effective leadership requires character, which embraces the construct of courage. Courage has been said to be the foundation on which other virtues/values can develop and exist (Kidder and Bracy, 2001). Furthermore, it has been argued that the very qualities that make a leader successful can also make a leader derail or fail (Conger and Nadler, 2004). This is confirmed by Schilpzand (2008), who says "it is not clear which organisational variables may be predicted by courage" (p.9) and asks the question, amongst others, "Is courage an integral part of leadership? Is it related to people's ability to express new and innovative ideas?"

(p.10). The answer to all these questions seems to be “yes” but no study to date has investigated them (Schilpzand, 2008). This provides the justification for the present study.

1.4 Knowledge gap

Despite the increasing importance given to courage in the business world (Mahoney, 1998; Klein and Napier, 2000; Walston, 2003; Amos and Klimoski, 2014), courage is scarcely found to have a prominent place in competency frameworks (Bolden, Gosling, Marturano and Dennison, 2003; Bolden, 2004).

Jablin (2006) noted the dearth of research about the relationship between courage and leadership, although recently there has been more interest in that direction. Among the reasons for this limited research about courage are the lack of a single agreed definition of the construct of courage (Pury, Kowalski and Spearman, 2007; Rate, 2007; Schilpzand, 2008) and the lack of an adequate measuring instrument for courage (Schilpzand, 2008). Similarly, in the field of team leadership, there is little mention of courage in the literature, despite the concept being well-known since ancient times (Amos and Klimoski, 2014).

Recently a few scholars have studied courage in the context of the workplace (Aprigliano, 1999; Kruger, 2007; Rate, 2007; Rate, Clarke and Lindsay, 2007; Ricketson, 2008; O'Connell, 2009; Kephart, 2010; Amos and Klimoski, 2014; Harbour and Kisfalvi, 2014; Koerner, 2014; Schilpzand, Hekman and Mitchell, 2015), which has led to a better understanding of the construct of courage. However, most of these studies were either quantitative or phenomenological in nature and were conducted in narrow contexts like community college leaders (Kruger, 2007), mergers (Harbour, 2007; Kephart, 2010) and ethical managerial decision-making (Harris, 2001), and did not demonstrate how courage is an important dimension of leadership. Others were conducted mainly in military settings (Rate, 2007; Rate et al., 2007; Sekerka, Bagozzi and Charnigo, 2009). Moreover, Harris (2001) used secondary data and content analysis in his research about courage in decision-making, which means that his findings cannot be generalised. Amongst the few examples of research on courage in a business context is that of Koerner (2014), who studied professionals on an MBA programme. Amos and Klimoski (2014) have reported on the value of courage in team leadership.

Consequently, how courage and leadership are related, particularly in a workplace context, is still a fairly open question and it is not known whether courage indeed has an effect or not on the success or failure of leaders. Kur and Bunning (1996) have argued that leaders have to make choices between organisational worthy goals and personal worthy goals in critical decision-making moments.

Hence, in this research, courage is defined as being prepared to sacrifice one's personal benefit in the short term to achieve a higher order goal seen as worthy by the organisation and for the organisation, despite fear due to risks, threats and possible consequences. And for courage to manifest itself, there need to be three factors, namely, an internal disposition of courage, situational factors, and the community as shown in Figure 2.4 and discussed in section 2.7.

1.5 Definition of terms

Term	Definition
Courage	Courage is about sacrificing one's personal benefit in the short term to achieve a higher order goal seen as worthy by the organisation and for the organisation despite fear due to risks, threats and potential consequences.
Leadership	Leadership is about making meaning in such a way that a person is influenced by another person to do something because doing it makes sense to both persons (Drath and Palus, 1994).
Meaning	Meaning in leadership is about (i) naming and categorising, and therefore interpreting words and other symbols, thus providing a context to make the world make sense, and (ii) commitment to naming and categorising things, to a sense of being in the world, and to understanding oneself and one's place in the world (Drath and Palus, 1994).
Meaning-making	Meaning-making is about constructing a sense of what the world is, what exists in practice, and out of that what is important (Drath and Palus, 1994).
Critical decision-making moments	Critical decision-making moments are difficult moments where leaders have to make choices between organisational worthy goals or personal worthy goals based on their values, emotional sensitivity and evaluation of the situation to choose (Kur and Bunning, 1996).
Narrative/Story	A story is a tale a person tells, and when it is analysed a narrative is

	surfaced (Smith and Sparkes, 2009).
Narrative analysis	Narrative analysis is a method of making meaning out of stories told by participants as being human (Smith and Sparkes, 2009), while preserving the essential qualities of the stories, their authenticity and their substance during the manipulation for a better understanding of the phenomenon experienced (Mello, 2002).
Reflexivity	Reflexivity is the direct acknowledgement by the researcher that he/she is an active participant in the research process and has a significant effect on the research and engagements of the participants (Curtin and Fossey, 2007). Reflexivity is the ability to criticise one's own intellectual assumptions (Hassard, 1994).
Phenomenology	Phenomenology is a strategy of inquiry in which the essence of experiences about a phenomenon as described by participants is identified (Creswell, 2009).
Post-modernism	Post-modernism is a theory informed by pluralism and the deconstruction of authoritative sources that have contributed to our past thinking. It challenges the notion that there exists an "objective truth" as espoused by positivist approaches in the modernism era (Mitchell and Egudo, 2003). From an epistemological point of view, post-modernism is informed by post-structuralist philosophy and claims that the world is a creation of our shared language and that we can "know the world" through the particular stories that our language conveys (Hassard, 1994).

1.6 Delimitations

The scope of the research is limited to the lived experience of leaders in Mauritius and is of an exploratory nature. In the course of their lives or careers, leaders have to make naturally difficult decisions, at times of a strategic nature. This research however did not study the decision-making processes that took place in order to reach the decisions described.

1.7 Limitations of the research

The main limitation of this research is that it was carried out in Mauritius amongst leaders of businesses that are large enterprises by Mauritian standards but fairly small companies by world standards. This results in two inherent biases, namely that the findings of this research

may not hold in large enterprises such as multi-national corporations (MNCs) or in other countries where the culture might be significantly different.

1.8 Overview of this thesis

This thesis is structured into seven chapters. This section provides a brief outline of the chapters that follow.

Chapter 2 explores scholarly literature on the topics of leadership and courage. It starts with a survey of current debates about the place of courage in leadership before presenting courage from various standpoints: in the public and political arena, as a philosophical construct, and as a psychological construct. The chapter reviews some previous research on courage in leadership and a conceptual framework that guided this research was developed from a post-modernism paradigm. The chapter concludes with the research questions that informed this study.

Chapter 3 is a description of the research design, methodology and data collection approach used. It starts with a discussion of research paradigms and traditions in leadership studies and then presents post-modernism as good fit paradigm to meet the purpose and answer the research questions presented in Chapter 2. This study uses Narrative Inquiry, so this method of analysis is then described. A discussion of how participants for this research were selected and the choice of the unit of analysis made. A survey of various narrative analysis approaches was also done and a seven-step strategy of analysing the qualitative data extracted in the form of stories was developed. Finally, this chapter describes how the issues of validity, reliability and trustworthiness of this research were addressed. In this context, the life-story of the researcher is presented to help the reader locate the researcher in this research so as to better understand the thesis. This has been done in a spirit of guaranteeing self-reflexivity, which is so important in qualitative research and more particularly in narrative inquiry.

Chapter 4 presents the participants in this research and a summary of their stories, extracted from the transcriptions, so that the reader can better understand the analysis presented in subsequent chapters. At the same time the in-story analysis was presented to show how codes

were assigned and themes starting to emerge. The chapter also describes how the various stories can be grouped to unveil the contexts around the participants' courageous experiences.

Chapter 5 comprises a cross-story analysis and the development of the meta-narrative. The coding process, which enabled the identification of themes that led to the identification of the drivers of courage as well as the journey of a courageous leader, is described. It ends with a meta-narrative as an example of a life-story of a courageous leader. In this chapter the main findings of the research are also discussed in relation to the literature to make an attempt to re-position the research in the body of scholarly knowledge about leadership, courage and the relationship between them.

Chapter 6 shows how the various participants perform the meta-narrative themes in their life-story (the courageous leader's journey). It is about the local knowledge about each participant which is obtained in line with post-modernism.

Chapter 7 ends the thesis with a discussion of the theoretical contributions made and gives some recommendations and conclusions. In particular, this chapter discusses the implications of the thesis for research and leadership development as well as practice. It ends with some suggestions for further research.

1.9 Summary

Research into leadership and courage is important because the first is a construct that has been widely studied but not fully understood while the second is a construct that has been studied less, and it is difficult to understand its nature. So, it is important to try and understand how these two constructs are related to each other.

This chapter presents the reasoning behind embarking on a study of leadership and courage and the purpose of the research. It shows how leadership studies have left knowledge gaps about the role of courage in leadership. This is the motivation for this study.

Chapter 2 Literature Review

2.1 Introduction

The purpose of this chapter is to set the scene for this research by surveying relevant aspects of courage and leadership which will inform the way this study will be conducted.

Leadership has been a subject of discussion since the first civilisations and has evolved with the way society has evolved, from an agricultural age, through the industrial age, to the information age of today. During the early days of civilisations, leadership was mainly confined to the army, church and political arena.

Though courage has been a subject of study since ancient times, it is still not well understood or defined (Pury and Kowalski, 2007; Pury et al., 2007; Rate, 2007; Schilpzand, 2008). Leadership has been the most widely studied topic in social science since the 1970s, and the least understood, as there are so many definitions of leadership (Yukl, 1989; Horner, 1997). It is therefore not a surprise to see that research on leadership has grown dramatically over the last decade leading to a multitude of leadership theories (Dinh, Lord, Gardner and Meuser, 2014). For Gordon and Yukl (2004), despite more than half a century of research to identify the aspects of leadership which improve organisational performance and to know what makes some leaders more effective than others, progress has been elusive.

This chapter will review the scholarly debate on the theories, competencies, effectiveness, success and failures of leadership, in order to position this research in the leadership literature. An attempt will be made to understand the concept of courage through various lenses and examine how it can relate to leadership. Previous scholarly research on courage and courage in relation to leadership will be surveyed to show that there are still uncharted territories which are worth exploring. Finally, it will be argued why the concept of leadership as a meaning-making and social construct is more appropriate (than other definitions) to understand the role of courage in leadership. Also discussed in this chapter will be how post-modernism is aligned to leadership research of this nature.

The chapter will then conclude with the research questions which will guide this study.

2.2 The current debate on leadership

This section will discuss recent debates about research in leadership and will present the various leadership theories developed so far.

2.2.1 How current debates about leadership research informed this study

One of the reasons why leadership as a field has matured and is fertile for more research is the huge interest in transformational and charismatic leadership. The other factor is the diversity of methodologies now in use in leadership research. In the'70s and '80s, qualitative research was practically nonexistent in leadership research (Bryman, 2004). It was only in the late '80s that qualitative methodology gained firm ground in the field. One of the reasons for this late incursion of qualitative methods is that research in leadership was mostly carried out by social psychologists, who usually work from a positivist quantitative paradigm (Parry, 1998; Bryman, 2004). However, scholars studying culture and meaning in leadership have noticed that experimental and quantitative methods were not sufficient to explain the phenomenon they were studying (Parry, Mumford, Bower and Watts, 2014).

This facet of qualitative research in leadership is more inclined to problematise the concept of leadership – that is, its meaning to researchers and participants (Tierney, 1996; Bryman, 2004; Podolny, Khurana and Hillpopper, 2004). Indeed, qualitative studies have been instrumental in unveiling the meaning of leadership. For some researchers, qualitative research is a means of questioning the very essence of leadership (Alvesson, 1992, 1996) while for others (Bresnen, 1995) it is about understanding leadership fully, both beliefs allowing researchers to reflect on their basic assumptions. It is precisely this aspect of qualitative methods which is appealing for this research on courage in relation to leadership, because the association between courage and leadership has so far been understudied (Jablin, 2006). From that perspective, this research can therefore be said to involve problematisation, i.e. questioning the very essence of leadership and basic assumptions on its link with courage if any. Consequently, in view of the complex social relationships that exist in leadership, qualitative research appears more appropriate (Conger, 1998; Bryman, 2004). Furthermore, Ospina (2004) gave seven reasons justifying the use of qualitative methods in leadership

research. Four of these apply to post-modernism and as this research is grounded in that paradigm, this is relevant:

- To advance a novel perspective of a phenomenon well studied quantitatively but not well understood because of the narrow perspectives used before
- To try to "understand" any social phenomenon from the perspective of the actors involved, rather than explaining it (unsuccessfully) from the outside
- To understand complex phenomena that are difficult or impossible to approach or to capture quantitatively
- To understand any phenomenon in its complexity, or one that has been dismissed by mainstream research because of the difficulties in studying it, or that has been discarded as irrelevant, or that has been studied as if only one point of view about it was real. (p.9)

Furthermore, Mumford et al. (2009) reached the following four conclusions about research on leadership and these will inform this research:

(i) Good research on leadership develops a theory about some specific aspects of leader behaviour or performance and does not attempt to describe a universal leader.
(ii) The level of study has to be carefully specified, in relation to the theory being developed.
(iii) Observations or measures taken should be specified carefully in relation to theory and level.
(iv) Correct variables should be evaluated and appropriate controls applied.

Consequently, two important reasons for the choice of qualitative methodology in this research are:

(i) Qualitative studies can play a crucial role in "providing a grounded basis for the development of new theoretical concepts" (Mumford et al., 2009, p.118).

(ii) Qualitative studies allow the study of unusual, salient events and may uncover important but overlooked aspects of leadership (Boje and Rhodes, 2006).

The next section will review leadership construct from the perspective of theories and leadership competencies.

2.2.2 Leadership – theories and competencies

Leadership theories have evolved from the early days of the "Great Man" theory (Burke, 2006) to trait theories (Hamilton, 1988; Mello, 2003; Stepanov, Yeoh and Hart, 2007). Subsequently, behavioural leadership theories were developed (Yukl, 1989; Mello, 2003) to cater for lack of consistency in the relationship between traits and leadership predicted in trait theory. This led to the development of theories on leadership styles (Biggart, 1987; Mello, 2003; Stepanov et al., 2007). The research on behavioural leadership was not conclusive (Biggart, 1987), as only some narrowly defined behaviours were found to be linked with leadership effectiveness (Yukl, 1989, 1999). Research in leadership tasks and people orientation was also inconclusive and contradictory. All this led to the development of the next wave of contingency and situational leadership theories: Fiedler's contingency theory (Ayman, Chemers and Fiedler, 1995; Horner, 1997); the path-goal theory (Yukl, 1989; House, 1996); the Hersey-Blanchard situational model (Yukl, 1989; Blanchard, Zigarmi and Nelson, 1993); the normative decision model of Vroom, Yetton and Jago (Field, 1979; Yukl, 1989) and the charismatic leadership theory (Conger and Kanungo, 1987; Blanchard et al., 1993). From the perspective of values, there has been the development of value-based leadership. According to McKuddy (2008), value-based leadership is about the moral foundation guiding the stewardship behaviour and actions of human beings. Reilly and Ehlinger (2007) goes further by writing that it is based on values or principles such as integrity, empowerment, and social responsibility. Many of the latest leadership theories and concepts can actually be found to be rooted in values-based leadership. For example, James Burn (1978) articulated transformational leadership as the inter-relation between managers and employees' values. It is clear that transformational leadership is about influencing individual values in order to align them to the organisation's values. Similarly, servant leadership (van Dierendonck, 2010), ethical leadership (Stouten, van Dijke and De Cremer,

2012), and responsible leadership (Voegtlin, 2015) are all leadership theories which emanate from value-based leadership. A brief summary of the above is shown in Table 2.1.

Table 2.1 Leadership theories and their main concepts

Leadership theories	Main concepts	Leadership viewed as
Great Man Theory	Leaders are born and not made	A God-gifted source of influence
Trait Theories	For the first half of the 20th century the focus was on identifying traits of effective leaders	Source of influence from an individual
Behavioural Theories	This stems from McGregor's (1960) X and Y theory and focuses on what managers do rather than on their qualities. This led to leadership styles.	Source of influence from an individual
Contingency or Situational Theories	The belief is that some leadership styles are better for some situations than others. In this cluster we have: • Fiedler's Contingency Model • The Hersey-Blanchard Model of Leadership • Tannenbaum & Schmidt's Leadership Continuum • Adair's Action-Centred Leadership Model	A process and in a group context
Motivation-based Theories	Path-Goal leadership theory based on Vroom's expectancy motivation theory	A process and part of a goal attainment
Transactional Theory	This theory is based on the relationship between the leader and follower. Examples are: • Team leadership • Transactional leadership • Dispersed leadership • LMX	A process and part of a goal attainment
Value-based leadership theories	Driven by values and morality. Examples are: • Servant leadership • Ethical leadership • Responsible leadership • Transformational leadership • Authentic leadership	Values and principles driven
Transformational Theory	This is about the whole concept of change for transforming the organisational performance through people	A process and part of a goal attainment
Authentic Theory	This theory is based on being true to oneself and acting ethically according to one's values.	A process and part of a goal attainment

Recently, Lord and Dinh (2014, p.159) posited four overarching principles which unify the leadership literature. They are as follows:

1. Leadership is a socially constructed, enacted process that involves bidirectional influences among multiple individuals.
2. An information processing perspective can be usefully applied to leaders, followers, and higher level units such as dyads, groups, and organisations.
3. Leader effects are often indirect, being distributed across time and people
4. Looking backwards and looking forwards are quite different processes.

Transformational leadership and authentic leadership are amongst the latest value-based leadership theories; these are discussed in greater detail below together with leadership viewed as meaning-making and as a social construct.

2.2.2.1 Transformational leadership

The roots of transformational leadership are what are known as the "4 I's": Idealised influence, Inspirational motivation, Intellectual stimulation, and Individualised consideration (Bass, 1990c; Avolio, Waldman and Yammarino, 1991). Courage may find its place within individualised influence or inspirational motivation because behaviours related to these two concepts include overcoming self-interest vis-à-vis the group's interest, and providing re-assurance that barriers will be overcome (Dionne, Yammarino, Atwater and Spangler, 2004) .

Several researchers have shown a correlation between transformational leadership and various criteria for leadership effectiveness (Yukl, 1989; Lowe and Kroek, 1996; Bass, 1999). A positive impact on employee outcomes and organisational effectiveness has been discovered (Ristow, Amos and Staude, 1999). However, it has also been found that transformational leadership has in general "stronger effects" on follower attitude than on performance measures (Judge and Piccolo, 2004).

2.2.2.2 Authentic leadership

Authenticity, i.e. being true to oneself and one's values, has increasingly been given attention since the post-ENRON era (Novicevic, Harvey, Buckley, Brown and Evans, 2006). This concept is still emerging as it is being shaped from three convergent perspectives: leadership,

ethics and positive psychology (Walumbwa, Avolio, Gardner, Wernsing and Peterson, 2007; Ardichvili and Manderscheid, 2008). Because of this, few measures of authenticity exist (Peterson and Seligman, 2004). There are thus many definitions of authentic leadership. In one theory, authentic leadership is viewed as comprising five distinct components: self-awareness, relational transparency, internalised regulation (i.e. authentic behaviour), balanced processing of information, and positive moral perspective (Walumbwa et al., 2007). This view holds that authentic leaders have to exercise moral courage because most of these components form part of a self-regulatory/self-efficacy process (Bandura, 1977; Sekerka and Bagozzi, 2007). For Avolio and Gardner (2005), the term authenticity, in contrast to sincerity, does not refer to interaction with others. These authors argue that without denying the importance of social interactions with the self and its impact on the latter, authenticity is about the self as experienced by the actor. And this "self" shapes and is shaped by social interaction with others (Avolio and Gardner, 2005). Authentic leaders are therefore defined as those who are strongly aware of how they think and behave and are seen by others as being aware of their values/moral perspectives, knowledge, and strengths as well as those of others. Such persons are confident, hopeful, optimistic, resilient and of high moral character (Avolio, Luthans and Walumbwa, 2004).

2.2.2.3 Leadership as meaning-making and a social construct

While research to date provides a solid foundation to work from, it is not yet fully understood what makes leaders successful. Bolden and Gosling (2006) have even gone to the extent of questioning how leadership competencies are measured, given the complexity of the construct. Three decades ago, Smircich and Morgan (1982) wrote that "management of meaning" is an axiom of leadership. Therefore, looking at what happens within the leaders to construct meanings still warrants attention and focus (Drath and Palus, 1994) and can help to understand the construct better and therefore what makes leaders successful.

Leadership theories so far can be viewed from four perspectives: (i) as a process, (ii) as a source of influence, (iii) in a group context, and (iv) as part of goal attainment. However, these four perspectives make an implicit assumption that one person, the leader, is central to the construct (Yukl, 1999). In contrast, there is also a view of leadership as a social influence and as group relationships, which is generally agreed upon as a valuable perspective in

leadership research (Wallis, Yammarino and Feyerherm, 2011). While Dansereau (1995) argued that the social construct approach was not fully embraced by earlier studies because most of the time the leader's perspective was used to study the construct, this was contested later by de Vries, Vrignaud and Florent-Treacy (2004), who held that earlier leadership studies had focused on leadership as a social construct.

Yet, Smircich and Morgan (1982) commented that "leadership is realised in the process whereby one or more individuals succeed in attempting to frame and define the reality of others" (p.258). This school of thought was later espoused by Gronn (2002) with the concept of distributed leadership whereby leadership is shared amongst more than one person. Indeed, Drath and Palus (1994), adopting the constructivist perspective, argued that leadership is a tool in the hand of people to use in their relationships with each other and that leadership is more about meaning-making than about making decisions and influencing people. For them the process of meaning-making in a social setting is leadership. It is a social sense-making process that creates interpersonal influence in such a way that a person does what he/she is influenced to do by another person (leader) because both find that it makes sense. Furthermore, this is consistent with the first principle (mentioned above) of Lord and Dinh (2014), who have argued that leadership is socially constructed.

2.2.3 Leadership – success and the dark side

After a long period of trying to uncover the qualities/traits of a good leader, scholars started turning to the "dark side" of leadership, attempting to understand what makes leaders fail or "derail". The reasons for this interest lie in the number of leaders who are fired due to bad performance (Hogan, 1994). Although such research can explain why high-profile competent leaders fail in terms of skills (Conger, 1990; Velsor and Leslie, 1995) or due to a flawed succession process (Conger and Nadler, 2004), it does not explain why other leaders with similar skills to successful leaders still fail.

While it has been argued that the very qualities that make a leader successful can also make him/her derail (Conger, 1990; Conger and Nadler, 2004), Burke (2006) posited that the source of failure is character, which is hard to define. Allio (2009) concluded that the primary persons responsible for bad leadership are those who put leaders that exhibit personality

disorders, akrasia (weakness of will), flawed values, and/or detachment from reality into leadership positions and then tolerate bad leadership when these disorders are displayed. He also concluded that followers also have their share of responsibility in that they often do not respond in a timely fashion to bad leadership. This may be due to a lack of courage.

Other scholars have argued that high profile leaders fail because they have lost their moral bearings (George and McLean, 2007; Allen and Klenke, 2009).

Lastly, one study of unsuccessful leaders revealed that failed leaders could not lead themselves while a study of successful authentic leaders revealed that they failed significant personal development challenges early in their lives (George and McLean, 2007). Three of the five destructive behaviours identified, namely rationalising their failures and problems away, not admitting mistakes, and avoiding close relationships, are suspected to be associated to some extent with lack of courage.

But none of the above researchers studied the leaders *in situ* to really understand how courageous decisions are made in order to understand the impact of courage on leaders' success or failures.

2.2.4 Multi-level aspects of leadership research

Bass (1990b), founding editor of the journal *Leadership Quarterly*, stated in the first issue in 1990 that he saw the journal as a means to bring together a variety of scholarship and practice to "help better understand and improve the leader's performance and the effectiveness of the individuals, groups, organisations, and societies for which the leader, officer, or administrator is responsible" (p.v). Since then, scholars have gone quite a long way in that direction.

For example, Conger (1998), while making his case for qualitative research in leadership, said that leadership as a phenomenon involves multiple levels, has a dynamic feature and has a symbolic element in it. However, despite this, leadership research has not focused on the development of multi-level theories and multi-level methods (Yammarino and Dansereau, 2008). These authors argued that leadership includes a gradual shift from a personal level to a higher level, leading to a dyad or leader–follower level with linkages between leaders and followers.

Extending this direction, Kupers and Weibler (2008) proposed an integral framework of leadership which encompasses the interdependent subjective, inter-subjective and objective dimensions of both leaders and leadership. In their framework they used a "holonic" model which "refers to the 'both … and' character of the entities considered here, leaders and leadership simultaneously, as 'parts' as well as 'wholes'" (p.447). This allows multiple perspectives of the study of the phenomenon of leadership.

On the other hand, Dinh et al. (2014) argued for a framework which can organise theory by levels of analysis because they take the view that leadership exists within a social context (individuals, groups and large organisational systems) and the leadership process may differ in each.

In this research both a person level view and a linkage view (gathered through stories) were adopted in order to address the research questions. On the one hand, a person level view has to be considered because in this research the drivers of courage are of interest and they have indeed an intuitively personal aspect, but there may also be drivers in the linkages between leaders and followers or the environment, and these were sought through the lens of stories. To some extent this approach is quite close to the holonic model of Kupers and Weibler (2008).

2.2.5 Concluding remarks about leadership research

Gordon and Yukl (2004) concluded that after more than half a century of research on leadership, it is not yet clear what makes some leaders more effective than others. They put forward several possible reasons for this:

(i) There is a lack of understanding and collaboration between academics and practitioners.
(ii) Leadership has been studied at low levels of organisations.
(iii) There have been attempts to identify universal predictors of effective leadership.
(iv) The majority of leadership theories are centred on outcome prediction rather than understanding their underlying processes.

This research is a step towards addressing Gordon and Yukl's conclusion by trying to overcome all the above, more specifically (iv). It is about really understanding the underlying processes of leadership in relation to the construct of courage, which is posited to play an important role. Carlile and Christensen (2004) presented a framework of a cycle of theory building in management research and argued that there is a transition from descriptive theory to normative theory. Applying this cycle of theory development, it appears that the transition from descriptive theory to normative theory in leadership research is still in the making.

It is therefore fairly evident that the question as to why some leaders fail and some succeed has not yet been fully understood. Furthermore, the paucity of studies about leaders' derailment or leadership failures has prevented different perspectives about leadership being discovered. For these two reasons the focus of this study is multi-level: on the leader as a component of leadership as well as on the social construction of leadership with followers, other stakeholders and the environment of the leader captured in stories. It attempts to explore what kind of relationship exists between effective leadership and courage.

The next section will review the particular construct of interest in this study, namely, courage.

2.3 Courage and its various conceptions

A growing number of studies in recent years have shown a sudden interest in this lost virtue called courage (Sekerka et al., 2009). This late growth of studies on courage is due to: (i) lack of consensus on its definition, (ii) a variety of types of courage, and (iii) the lack of an empirically proven good measurement of the construct of courage (Rate, 2007; Schilpzand, 2008).

Courage has been studied in the literature in various ways. Because historically courage simply meant physical courage, scholars now speak of "types" or "brands" of courage (Rate, 2007) to reflect particular situations or contexts.

Etymologically speaking, the word "courage" comes from the old French word *courage* meaning "heart and spirit" (Walston, 2003), ultimately from *cor*, the Latin word for heart. And indeed there are many great leaders, such as Mahatma Gandhi, Nelson Mandela and Mother Teresa, who have acted courageously from their heart and spirit. However, in earlier

times, battle and war were the order of the day. And courage meant being heroic at war, that is, it denoted battlefield courage or physical courage. Consequently, the word lost its original meaning over time, and the concept is now being explored by scholars in its various forms, such as moral courage (Kidder and Bracy, 2001), managerial courage (Lombardo and Eichinger, 2006; Sekerka et al., 2009) and vital courage (Lopez and Snyder, 2009).

In this way, the types of courage differentiate courageous behaviours in different contexts. However, it can be posited that courage as a construct can be more broadly understood through different conceptual lenses, namely as a philosophical construct, a psychological construct and its relationship with leadership. The last one is what concerns this study. However, first the place of courage in the public and political world will be discussed.

2.3.1 Courage in the broad public and political arena

Courage has often been referred to by world political leaders and activists (Scorza, 2001; Schwebel, 2005). Winston Churchill, former Prime Minister of Great Britain, said that courage is one of the first human qualities and the rest follow from this quality (McCain, 2007). Many such leaders – see *Profiles in Courage* (Kennedy, 2000) – risked their lives, careers and reputation to take tough and courageous political decisions. Kennedy highlighted several factors which hinder acts of political courage: the need to be re-elected, pressures from constituents, lobbyists and public interest groups. He posited that courage is about doing the right thing despite internal and external pressures. He made a distinction between acts of heroism and courage. For him acts of heroism are acts when one forgets oneself in the exercise of one's duty for higher order principles or values, whereas courage is the readiness of someone to stand for what he/she believes is right in spite of potential negative consequences from risks, uncertainty and fear. In a democracy, a conception of active citizenship accepting both dissent and political courage is vital (Sparks, 1997). Scholars have also used implicit theories to develop a measure of what they called civil courage (Greitemeyer, Osswald, Fischer and Frey, 2007).

2.3.2 Courage from a philosophical standpoint

Although this research is not a theoretical study about courage it will be helpful if courage can be understood from the perspective of philosophy.

In the early days of civilisation, courage was displayed mainly on the battlefield (physical courage). The philosophers of the day attempted to understand and describe this abstract construct. In *Laches*, the ancient Greek philosopher Plato writes about a conversation about courage that took place between Socrates and two Greek generals, Laches and Nicias. Laches says: "I do not know the nature of courage; but somehow or other, she has slipped away from me, and I cannot get hold of her and tell her nature" (Woodard and Pury, 2007, p.135). The conversation is concluded by Socrates saying "then ... we have not discovered what courage is" (as cited in Rate, 2007). More than 2,000 years later, the quest to understand courage is still going on.

Philosophers such as Plato, Aristotle and Aquinas all viewed courage as a virtue. Socrates was of the view that courage is associated with knowledge, because confidence comes from knowledge and confidence brings about courageous actions (Kruger, 2007). Plato and Cicero, in addition, considered courage to be one of four cardinal virtues, together with wisdom, temperance and justice (Kateb, 2004). Plato's conception of courage moves beyond military courage to encompass courage in everyday life, in situations such as facing danger at sea, in illness or poverty, in affairs of the state and in facing pain or fear (Richards, 2008). St Thomas Aquinas also considered courage to be a cardinal virtue, together with prudence, temperance and justice, with prudence being the moderator of reason and in a way the "golden mean" between rashness and cowardice, as pictured by Aristotle. Aquinas's definition of courage reflects fortitude, both in mind and behaviour, while facing difficult situations and dangers (Richards, 2008). Thus, when human emotions cause one to avoid a course of action dictated by reason, courage is required not to run away from acting correctly. For Aquinas, courage is also the virtue on which all other virtues depend and true courage depends on the existence of fear (Bournes, 2002).

For Aristotle, bravery is a form of character enabling one to face what is noble despite fear. He also put bravery as one of the first moral virtues but, unlike Plato, he considered it to be at play when one's life is at risk. Aristotle described three fundamental virtues, justice, truthfulness and courage, of which courage is the most important as it is required to realise the other two. For him courage is displayed when one endures fear for the right reasons or motives, with the right behaviour, and at the right time. In a way, a courageous act has to be

executed thoughtfully after a reasonable assessment of the situation (Walton, 1990). This means that, for Aristotle, courage involves overcoming fear for a noble cause, in spite of risks.

It will also be useful to take a turn towards mythology and how courage is encountered in myths and religious scripts. In 1949 a book was written by Joseph Campbell (1904-1987) in the field of mythology, called *The Hero with a Thousand Faces*. This book built on the pioneering work of Adolph Bastian (1826-1905), a German anthropologist, who first proposed the idea that myths seem to be built from the same "elementary ideas" irrespective from which country or religion they emanate. Campbell took this idea of archetypes and used it to map out the common underlying structures behind religion and myth. He found that a hero's journey in all the myths follows a common path consisting of twelve steps.

This early work of eastern and western philosophers provided a good foundation for subsequent scholars to continue the search for understanding courage from a modern perspective. The treatment of courage in Plato's *Laches* has informed discussions about courage for generations. Paul Tillich (1952) and Rollo May (Bolden and Gosling, 2006) were among great modern thinkers on courage. For them, because courage is the foundation on which all other virtues rest, it cannot be a virtue or value itself but is an ontological concept. The existential approach to courage espoused by Tillich viewed courage as life affirmation despite life's characteristics of ambiguity, uncertainty and fragmentation. Tillich further described courage as a self-affirmation of one's being and values, thus as essentially an ontological concept. According to Tillich, courage entails risking one's self-interest for what one believes is righteous and is a mechanism to overcome fear. This view of the courage construct as an ontological concept is different from viewing courage as an attribute or virtue. And juxtaposing this ontological interpretation of courage with authentic leadership, as has been done by various scholars (Bass and Steidlmeier, 1999; Avolio and Gardner, 2005), provides a link between the two constructs. This link is about viewing leadership as meaning-making (Drath and Palus, 1994).

Today, some philosophers conceptualise courage with reference to suffering rather than physical actions (Rorty, 1986). While Rorty (1986) challenges the beliefs emanating from

ancient times that courage as a virtue is necessary today, Walton (1990) on the other hand maintains the traditional view of courage as a virtue as depicted by ancient philosophers and posits that courage is essentially a blend of three components: (i) a careful presence of mind and deliberate action; (ii) difficult, dangerous, and painful circumstances; and (iii) a morally worthy intention (Walton, 1990). Walton (1990) also differs from early philosophers, who relied upon universal moral codes defined externally to decide if a courageous act was worthy or not, and posits that the worthiness of a moral act has to be assessed independently, according to both its planned consequences and its intrinsic value, as believed by the actor. For Walton, the courageous act is about a person's commitment to his/her values and ideals. For Walton, fear is not an essential component of courage.

Some scholars from the positivist school of thought also researched virtues emanating from ancient civilisations and cultures to see if the same virtues converged and were valued universally. It was found that courage, justice, humanity, temperance, wisdom and transcendence were the six core virtues of ancient times (Dahlsgaard, Peterson and Seligman, 2005).

Some scholars contributing extensively to the intellectual debate about courage have said that while people might have strong values and expertise about morality and ethics, these are of no value if decisions obtained from reflections around these are not implemented (Harris, 2001; Kidder and Bracy, 2001; Harris, 2003). Thus, the position put forward by these scholars indicates a profound gap which needs to be bridged because clearly there is a need to be able to put such decisions into practice. Kidder and Bracy (2001) further state that courage is a state of character about a choice to be made by exercising practical wisdom. Building on Walton's work on ethics (Walton, 1990), these scholars defined courage in terms of a quality of mind and spirit which enables one to face ethical challenges without giving in. They argued that there are three threads which delimit morally courageous actions: principles, danger and endurance, and that moral courage exists at the intersection of these three threads.

Harris (2000, 2001, 2003), focusing on corporate ethics, posited that courage is displayed, sought for and observed as a result of a response to precise obstacles. For him, the experience

of courage exists along two dimensions: (i) effort made by the actor towards the desired outcome, and (ii) whether the outcome is reached or not.

In conclusion to this philosophical analysis of courage, it is clear that it is a complex construct which includes elements of an internal goal (values/passion), and an external goal or condition (principle for a greater or noble cause). There is also an element of sacrificing oneself in the face of danger or threats with fear, while a form of prudence and rational reason also plays an important role. It is also debatable whether courage is an internal attribute of an individual or socially constructed, and whether fear is a component of it (Walton, 1990).

2.3.3 Courage as a psychological construct

This section discusses the psychology of courage as it is somewhat related to this research.

Today, the courage debate, including whether it is an innate quality or a socially constructed construct, has entered the domains of empirical scientists engaged in psychology. Recently there has been an explosion of research on courage in all branches of psychology (Howard and Alipour, 2014).

Positive psychology scholars view courage as a positive individual trait (Peterson and Seligman, 2004). On the other hand, some scholars argue that courage is an attribute of the act rather than the person (Walton, 1990; Rachman, 2004; Pury et al., 2007; Rate et al., 2007).

Rate (2007) argues that there are three caveats about courage of which one should be aware, namely that courage is a complex and multidimensional construct, that courageous acts are rare, and that courage may be better understood from the perspective of the act rather than of the person (actor). Indeed, it has been said that courage is a polysemic concept (Harbour and Kisfalvi, 2012). However, some authors (Schilpzand, 2008) who hold the view that courage is more dispositional in nature acknowledge that the setting does matter and that the situation is a factor. Therefore, it has been said that courage is a phasic phenomenon as it emerges when needed, in contrast with a tonic phenomenon which is linked with the traits of a person (Peterson and Seligman, 2004; Lopez and Snyder, 2009).

Yet, one of the areas of debate in the literature is about whether fear is a component of courage or not. While philosophers conceive courage as related to a context, some psychologists define courage in relation to fear (Rachman, 2004; Goud, 2005). Rachman (2004) described a number of cases of clinical patients with severe psychological disorders who displayed courage in the face of fear, in circumstances which they were purposely put into to overcome such fear. He also studied courageous behaviours of bomb disposal operators and combat troops, amongst others, and found a correlation between self-confidence and courageous behaviour, concluding therefore that courage can be learned. He also concluded that preparedness tends to diminish fear until it is no longer present.

There have been further attempts to understand characteristics associated with courageous people. In a series of qualitative studies that had as subjects individuals who have faced severe threats to their well-being, Finfgeld (1999) found that courageous people have a sense of personal integrity and are ready to put in the effort needed to be productive, to make contributions and to help others.

On the other hand, Woodard (2004), in his research on hardiness and courage, failed to demonstrate a link between these two constructs and posited that this is due to the erroneous assumption that courage only exists when there is fear. However, his research contributed to the field by making courage better understood in terms of its associated dimensions.

May distinguished four types of courage: physical, social, moral and creative (Cunningham, 2007). Putman (2001) augmented the list with a fifth type, psychological courage, which is about facing irrational fears and is related to psychological illness. These types of courage are not mutually exclusive, in the sense that there can be acts of courage which meet the characteristics of more than one type.

In the field of health sciences and nursing, courage is observed during illness when vulnerability is at its peak (Shelp, 1984). Courage has a long history of studies and conceptualisation in the field of nursing and health sciences (Haase, 1987; Finfgeld, 1999; Lachman, 2007).

However, due to such uncertainty about courage, it has been questioned whether existing measures of courage (Woodard and Pury, 2007; Norton and Weiss, 2009) do actually measure courage (Howard and Alipour, 2014).

As it has been shown above, from a psychological perspective, courage is present in many diverse setting from bomb disposal to health and well-being and is again confirmed to be a complex construct.

The section which follows makes an attempt to present how existing literature conceptualises courage, leadership and management competencies collectively.

2.4 Courage, Leadership and Management Competencies

Having surveyed courage and leadership as separate constructs and how each one has been dissected and understood by scholars from a few perspectives, it is of relevance here to see what kind of relation could exist between courage and leadership, particularly in the workplace.

2.4.1 Courage and leadership

A few authors have pointed to the importance of courage in leadership (Terry, 1993; Snyder, 2010). Jablin (2006) argues that courage is the anchor for commitment in leadership because when a person acts courageously he/she is displaying commitment either to the team or to their values and principles. This means that courage is an important ingredient for group maintenance in organisations and therefore warrants in-depth conceptualisation in order to understand better its implications in leadership (Jablin, 2006). Furthermore, focusing on team leadership while trying to understand why some team members choose to act or not to act like a leader if the need is clear and exists, Amos and Klimoski (2014) argue that courage has something to do with it, in particular in situations of risk. These authors argue that the propensity to exhibit courage is the presence of confidence or character. However, it has been shown (Avolio, Walumbwa and Weber, 2009; Dinh et al., 2014; Dionne, Gupta, Sotak, Shirreffs, Serban, Hao et al., 2014) that recent surveys of leadership research have not captured the role of courage in relation to leadership, despite the above scholarly comments concerning its role as anchor for effective leadership. One area where courage plays a role is

in ethical leadership where moral courage has to be called upon and when responsible leadership means to be forward-looking; this implies that courage has to be harnessed to make long-term decisions (Voegtlin, 2015).

However, many studies about courage in the workplace have focused mainly on moral courage or ethics, namely doing the right thing while resisting and managing the fear of unpleasant consequences (Mahoney, 1998; Stouten et al., 2012). But courage in itself is not by nature ethical. A person can be courageous while persevering in an evil behaviour (Stouten et al., 2012). Therefore, courage is more than that, as noted above, and can include mundane activities which might not necessarily be moral in nature. For example, on a day-to-day basis, courage is required in the workplace and in life in general: courage to take a stand, courage to speak, courage to take tough decisions, courage to confront an employee or colleague, courage to say "No", courage to admit one's mistakes, courage to assess oneself in various situations and ask "to what extent am I the problem here?"

Therefore, understanding the drivers of courage from the eyes of the beholder would appear to contribute to a better understanding of courage, rather than embarking on a journey of directly conceptualising courage. However, it will be useful to understand previous studies on the construct of courage as this will guide the execution of this study.

2.4.2 Courage and character

An extensive survey of leadership books revealed that out of five great themes that emerge the central one is "Good leaders have good character" (Allio, 2009). Similarly, many scholars have postulated that character is the foundation stone of effective leadership (Barlow et al., 2003). Character is very close to the construct of courage together with honesty, loyalty, self-confidence, humility and self-sacrifice (Barlow et al., 2003). These scholars argue that leaders' competence alone is not enough and that they should possess character. However, the Character Assessment Rating Scale (CARS) used in that research does not measure the dimension of courage and so conclusions about courage and leadership could not be made. On the other hand, Amos and Klimoski (2014) posited that one of the propensities to exhibit courage is character, taken in relation to non-moral aspects such as judgement and work

ethics as well as moral aspects such as honesty, integrity and sacrificing self-interest for the greater good.

2.4.3 Courage and management competencies

Following trait and behavioural schools of leadership, management competencies have been identified by academia and extended by practitioners.

In a study about competencies for senior managers, 45 management competencies were identified but courage was not specifically found as one, though six of the 45 are in some way associated with courage, namely: the person (i) makes persuasive presentations for proposals for new projects/activities, (ii) is not intimidated by big bosses, (iii) likes taking up challenges that come his/her way, (iv) can take charge when things go wrong and provide adequate guidance to others, (v) is direct and open in dealings, and (vi) puts across his/her point of view clearly and persuasively (Khandwalla, 2004). Similarly, interviews with 18 business leaders in Australia (Sarros et al., 2006) to determine attributes of leadership led to the identification of integrity/character, strong-mindedness, the ability to challenge the system, the ability to tell the truth, and emotional durability, which are all closely associated with courage, as important attributes of leadership. One leader specifically mentioned "courage" as one of the attributes that he looks for in the recruitment of leaders showing to what extent courage has been relegated to a back seat as a criterion for recruitment of business leaders.

Furthermore, it is important for leaders to challenge others' ideas and decisions, thus enabling an environment where people are not afraid to take risks, and to stand behind the team and support it (Wang, Tsui and Xin, 2011) thus leading to an organisational culture that nurtures creativity and innovation. This will happen when leaders have the courage to challenge.

As a result of these waves of research, leadership development has attracted considerable investment (Collins and Holton, 2004; Neck and Houghton, 2006; Novicevic et al., 2006). Scholars around the globe have also studied the characteristics which make a leader successful (Wood and Vilkinas, 2005; Burke, 2006) or make a leader fail (Tait, 1996; Mahoney, 1998; Bass and Steidlmeier, 1999; Barlow et al., 2003; Burke, 2006). In this way many dimensions of effective leadership have been proposed. In particular, the trait and

behavioural theory led to the competency approach to leadership and many companies worldwide built on these generic leadership competencies to develop their own leadership development competency framework (Bolden et al., 2003). However, a report from the Centre for Leadership Studies at the University of Exeter (Bolden et al., 2003) shows that very few of the leadership competencies have "courage" as one of the many dimensions. In another study conducted by the same centre (Bolden, 2004), leadership competencies used by some 100+ companies from over 30 industries were scanned, and courage was not amongst the ten top competencies. The two competencies closest to courage, namely risk-taking and coping, were third and 92nd respectively in terms of importance.

In contrast, a new competency called professional moral courage (PMC) has been named and said to be a managerial competency (Sekerka et al., 2009). This was derived by the authors both through the study of literature on moral courage and by studying leaders in military settings through a quantitative approach. The five dimensions of PMC were found to be: moral agency, multiple values, endurance of threats, going beyond compliance and moral goals. This conceptualisation has not been used in this research because it was developed in a military context which is very different from a business workplace setting.

The next section will survey the literature about courage in leadership.

2.5 Current status of research on courage in leadership

This section will survey the various seminal studies which have taken place on courage in leadership. The design of the various studies will also be presented and discussed as appropriate. One striking fact that was found was that the studies can broadly be classified into two clusters: one cluster mainly views courage as an internal construct, i.e. a disposition or virtue or values, while other scholars studied courage from a process viewpoint. This latter viewpoint was however less widespread than the first. The next sections will present the literature from these two perspectives.

2.5.1 Courage as an internal construct

This section will discuss studies which have approached courage as an internal disposition or virtue or values. One early modern research on courage is that of Asarian (1981), who was

amongst the first scholars to study the psychology of courage and argued that a behavioural lens has its limits in terms of the focus it has on the visible dimension of existence and the way it perpetuates the causal reductionism roots. For these reasons, his research took a frame of existential phenomenological inquiry. Asarian was of the view that the courage construct cannot be properly studied with a positivist paradigm. Hence, in his research, a structural perspective based on an existential phenomenological approach, such as "being", was used. The same phenomenological inquiry approach was adopted by Aprigliano (1999) in one of the first studies about leadership and courage. He studied transformational leaders and their experience of courage development. While Asiaran found two phases, "being courageous" and "becoming courageous", with a pre-courageous phase followed by a stage he named "the living out of courageous decisions", Aprigliano developed a structure of courageous development which resulted from the interaction of the self and life experiences, amongst others, forming part of the natural growth of the leader.

There is another group of scholars who studied courage from a managerial and leadership perspective. To name a few, researchers have studied courage as a management virtue (Harris, 2000), courage in managerial decision-making (Harris, 2001), profiles of courage of leaders (Kruger, 2007), courageous leadership (Richards, 2008; O'Connell, 2009), courage development in female nursing leadership (Richards, 2008), managerial courage in a merger (Harbour, 2007; Harbour and Kisfalvi, 2012) and experiences of courage in a merger and cultural integration (Kephart, 2010). These will be discussed in greater detail in this and the next section.

For Harris (2000), courage is a management virtue. And in a study he conducted through a content analysis of secondary data about courageous events reported in four newspapers (Harris, 2001), he found seven elements: (i) four courage types based on success in reaching desired outcomes and effort of the actor, (ii) the relation between courage and decisions may be sequential and dynamic, (iii) courage is called for at all stages of the decision-making process, (iv) there are specific obstacles and tools in connection with courageous actions, (v) courage as a concept takes meaning in a community, (vi) organisations can demonstrate courage, and finally (vii) courage is meant for some good which is respected in the

community. However, the limitations of this study are that the research approach was still a reductionist one and used secondary data.

On the other hand, Harbour (2007) and Harbour and Kisfalvi (2014) also studied managerial courage but in the context of mergers of enterprises. The research design was based on a cognition and constructionist paradigm and used an inductive approach. Cognitive schemas of high ranking leaders were explored via cognitive cards developed by the participants of the research. One of the findings from her research is consistent with what Harris (1999, 2000) found, namely, that courage enables a person to transcend thoughts into actions. Harbour has also found that courageous decisions are favoured by self-confidence, and courage is therefore consistent with what Schilpzand (2008) named as courage disposition.

What was more surprising as a finding in Harbour's research is that the subjects did not make any distinction between "courage to be" and "courage to act" when asked directly, as they saw courage as being in the action, but during analysis of the data, the critical moments showed that the conception of courage varied depending on the intensity as defined by the degree of difficulty or risk perceived by the subject. Critical moments which are weak present themselves as requiring "courage to act" while those which are strong are associated with "courage to be". Detailed analysis revealed two parameters which can enable the shift from "courage to act" to "courage to be": "emotion intensity" and "emotion control". When the emotional intensity is low or average and when the person is in control of his emotions "courage to act" is displayed. However, when the emotional intensity is high and emotional control is difficult, "courage to act" is replaced by "courage to be". This research is one of the few studies on courage that consider emotions to be an important factor in the display of courage. The author argued for a need to explore the link between emotions and cognition, given that decision-making is not a cognitive phenomenon disjointed from the mind. Furthermore, it is now generally accepted that emotion and cognition are not separate systems but they interact continuously (Lerner, Li, Valdesolo and Kassam, 2015). Harbour also found that preparedness through experience plays a role in modulating the intensity of emotions, causing the actor not to feel such a strong emotional charge and therefore no need for managerial courage. This is consistent with what Schilpzand (2008) later found, namely that through experience it is possible to develop courage. Although the authors claim that their

approach enables one to study courage from the eye of the beholder, this is debatable for two reasons: firstly, because of the use of vignettes prepared by the researcher and secondly because thematic analysis is a reductionist approach rather than being holistic in nature.

Another scholar, Richards (2008), explored courage in the context of courageous female leadership in a nursing environment to contribute to the discourse from a gender perspective. It is worth mentioning that although the domain is female courage, some sub-themes like living comfortably with ambiguity, having self-confidence, grounding values, having a larger purpose in life, needing the nourishment and support of others, mind-body-spirit connectedness and self-reflection were consistent with what has been found in other studies (Asarian, 1981; Hannah, Sweeney and Lester, 2007; Kruger, 2007; Rate, 2007) and to some extent in the present study as well.

In contrast to the above-mentioned studies, there is a group of researchers who have studied courage more or less in isolation in an attempt to understand and define the construct better (Goud, 2005; Pury et al., 2007; Rate, 2007; Rate et al., 2007; Schilpzand, 2008). Schilpzand (2008) conceived of personal courage as a disposition and developed a tool for the measurement of courage, while Rate (2007) developed tripartite levels of courage. Some more highlights of these studies are discussed below.

Rate (2007; Rate et al., 2007) studied courage as a single construct and made an attempt to conceptualise courage through the use of implicit theories and a group of three related studies. The first was a content analysis of courage definitions from literature, which was then used to design the second study through a vignette-rating approach and a quantitative analysis. The third study was used to validate the courage model obtained. The study led to the development of a model of courage which included the core components of external circumstances, motivation towards excellence, and volition. It was also found that peripheral factors like affect/emotion and cognitive processes do affect the display of courage. However, the empirical work was done in an army setting and therefore could not be generalised. Rate's (Rate, 2007, 107) thesis which was quantitative supports the narrative approach adopted in this present research in his own words: "Generally implicit theories are theories of word usage and the lay understanding of the construct behind the word."

Similarly, Schilpzand (2008) studied courage as a single construct and argued that Rate's studies though they claimed to be using an implicit theory approach actually used an attribution theory approach. She argued that the individual is actually an ordinary person who under the "right" conditions will act courageously. This view is based on two assumptions, the first being that the situation is what triggers the courageous act and the second being that under normal circumstances courageous behaviour cannot be seen. She made a case through what she called the foot in the door (FITD)[2] effect, that courage is facilitated by a courage disposition, and was in agreement with Sekerka and Bagozzi (2007) that this disposition can be used to predict courageous actions in mundane situations. Her thesis was that courage can be measured as a dispositional tendency and individuals who display courage in extreme situations are those who have a FITD. When comparing the characteristics of whistleblowers and silent observers she found that personalities and values were not different in the two contrasting groups, meaning that there is no empirical demonstration of a "courage personality". In order to demonstrate the predictive nature of the courage scale that she developed (via the use of vignettes), the author chose leadership as the criterion variable to be predicted from personal courage because, according to transformational leadership theory (Bass, 1999), it is expected that courageous actions will stimulate the criteria of leader emergence and effectiveness. And she indeed found that this held for the study. The findings also suggest that the level of risk does not significantly influence ratings of courage. This lesser requirement about risk suggests that courageous actions can therefore be mundane in nature and an everyday event, confirming what Sekerka and Bagozzi (2007) posited. Hence, Schilpzand suggested that personal courage as a disposition may predict a number of organisational behaviours at the workplace such as speaking up, creativity habits, entrepreneurial activities and ethical decision-making. She also suggested that the possibility that courage has an impact on organisational success is a direction worthy of investigation. The main criticism of this research, however, is that again the context was military; it was proposed that the FITD disposition would lead to courage in extreme conditions but extreme conditions in a civilian workplace do not necessarily call for the same courage characteristics as in the army.

[2]FITD is a concept developed by psychologists which states that when individuals are asked for small favours they are more likely to subsequently give greater favours.

Goud (2005) is another researcher who studied courage in isolation through a content analysis of literature from various disciplines including military history and research, psychology, literature and philosophy. He found three primary dimensions of courage: fear, appropriate action and purpose. He pursued his efforts by developing guidelines for developing courage. His arguments lie along three themes: instilling confidence and trust in a person's ability, perceiving a purpose and managing fears.

On the other hand, Pury (2007) made a distinction between personal courage and general courage. He used a quantitative method to survey some 250 undergraduate students for that purpose. He found that there was a difference between actions taken when personal courage was involved and actions requiring general courage. In the latter case, actions were taken with more confidence, less fear and fewer limitations while in the former case actions were taken with greater fear despite more difficulty.

Courage has also been indirectly studied from an ethical leadership perspective (Sekerka et al., 2009; April, Peters, Locke and Mlambo, 2010). Sekerka et al.'s (2009) research stems from management of ethical challenges in organisations. These scholars also argue that professional moral courage (PMC) is a managerial competency. Through critical incident interviews about ethical challenges faced by participants, five themes of an internal nature were identified: (i) moral agency, (ii) multiple values, (iii) endurance of threats, (iv) going beyond compliance, and (v) moral goals. These themes were then used as a basis to scrutinise relevant literature in order to come up with a scale measuring these themes. The scale was then validated, and evidence emerged that these five dimensions of moral courage do indeed exist in the setting in which the research was conducted, namely in the military. On the other hand, April et al. (2010), by analysing personal self-reported documents using grounded theory and basic content analysis, identified some ethics enablers: upbringing, spirituality, mentors and role models, honesty, courage and integrity, self-control, conscience, standing up for own beliefs, codes of conduct, self-knowledge, and defining moments. The research concluded with some practical actions/recommendations for being more ethical. One drawback of the findings is that it does not show how these enablers are activated and when.

In another study, O'Connell (2009) empirically tested a model of predictors of courageous leadership and the importance of courage for leadership effectiveness. This model, in contrast with that developed by Schilpzand, was based on a combination of cognitive abilities (critical and abstract reasoning), personality traits (creativity/innovativeness, self-confidence, stress tolerance, risk-taking, energy, initiative, passive aggressiveness (-), and impressing (-)), motives (need for achievement and taking charge) and competency abilities. The outcome of the empirical test was that it was found that creativity, risk and indirectness (-) were significantly related to courageous leadership, while dominance and confidence were not.

In the context of cultural integration following a merger of two companies, Kephart (2010) found that such situations did indeed require and involve courageous behaviour. The three required elements of courage identified by Rate (2007), namely external circumstances, motivation towards excellence, and volition, were found to exist and courage appears to be a specific attribute for managers of integration.

Finally, workplace courage has been studied recently in conjunction with identity dynamics (Koerner, 2014). Narrative analysis supplemented by grounded theory was the methodological approach taken by the author. Four storylines were unveiled and all the narratives obtained fitted one of these storylines: endurance, reaction, opposition and creation. But there was also one storyline conveying "no courage". The three components of courage were present in all the narratives collected except for two: a morally worthy goal, intentional action, and perceived risks, threats or obstacles. The study also observed the existence of five types of identity tensions that need to be resolved: self-identity vs position/role identity, self-identity vs relational identity, self-identity vs group/organisational identity, one social identity vs a different social identity, and opposing values within an individual's identity. The researcher reached the following conclusions: (i) courageous acts play an important role in distilling a person's identity, (ii) courageous acts assist a person to manage discrepancies among self- and social identities, and (iii) social forces can serve to facilitate or inhibit courage. Courageous behaviour influences the identity of an actor but it also impacts the identities of the observers in the environment and therefore shape their identities. This work clearly shows the positioning of identity as a key construct in the process of courage. The main issue with this study is that respondents were not interviewed

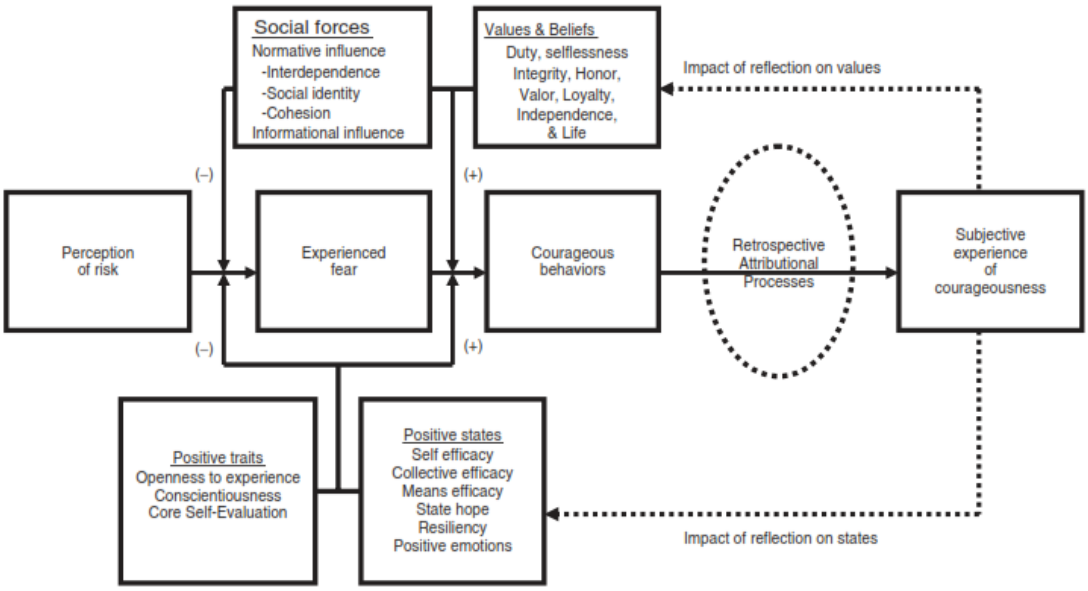
but rather were asked to write their stories, and therefore the researcher had no way to probe further to get to the core of the stories in an interactive manner.

In conclusion to the above research on courage studied as a single construct, it is clear that courage skills are important in leadership as Harbour found. Schilpzand found that there may be a courage disposition for some persons to act courageously. Furthermore, there have been studies that confirm the impact of emotions including fear on acts of courage (Goud, 2005; Harbour, 2007). There has also been a study showing the existence of identity tensions in courageous actions. Many studies were made in military settings which is very different from a work place setting (Sekerka et al., 2009). Finally, what is also important in these studies is that the qualitative studies mentioned above all are about finding the correct experience as lived by the participants and there was none who actually studied the meaning of what the participant remembers and tells about their courageous experience. That is none focused the attention from the "told" to the "telling" and the focus was on the narrative self rather than on the participant's experience as such (Riessman, 2008).

2.5.2 Courage viewed as a process

A model of a subjective experience of courage has been proposed by Hannah et al. (2007). It consists of a combination of positive traits, states, social forces, values and beliefs, and retrospective attributional processes, which are predicated on perception of risk. It is one of the rare studies that developed a process view of how courage is expressed and includes both internal and external factors.

The diagram below shows the process model.



Source: (Hannah et al., 2007, p.130, fig.131)

Figure 2.1 The subjective experience of courage

The model posits that subjective courage is predicated on perception of risk, which triggers a fear response. This fear level is reduced by a combination of positive traits, states and social forces. These positive constructs promote courageous behaviours despite the residual fear that may remain. Additionally, a combination of social forces on the one hand and values and beliefs on the other may positively moderate a courageous mindset. Finally, through retrospective attribution processes, the actor evaluates his/her actions and this results in a subjective assessment of the ability to exercise courage. Furthermore, through reflection, self-attribution of the ability to be courageous will re-enforce the person's values and beliefs as well as positive states. This boosts the courageous capacity and perpetuates future acts of courage.

On the other hand, Kruger (2007) used a phenomenological case-study design to explore courage as it relates to leadership in the context of community college leaders. In contrast with Harris, she found several related core themes with a time dimension informing these themes in terms of sequencing, indicating a process. The core themes found were therefore organised as follows. During the courage-demanding situation, there are four phases. In phase

1 the elements are: fear, responsibility, risk and reasoned choice. In phase 2, four elements were unveiled: action, focus of attention, adversity and loss. In phase 3 there are three elements: fortitude under stress, management of controversy and survival amidst challenges (resilience). The first element of phase 3 is similar to what Harbour (2007) concluded from her studies. After the third phase, the outcomes surface in the form of three elements: self-integrity, institutional sustainability and a sense of release. The last component, about the future, is "preparing for future courage-demanding situations". This is about the formation of courage readiness in the future and constitutes of three elements: reflection, coping and readiness. This finding about the element of time and therefore the importance of sequence informed the decision to use the three-dimensional analysis approach of Clandinin and Connelly (2000) in this research, as described in Chapter 3.

Furthermore, in a more recent study, Schilpzand (2015) conducted fieldwork comprising 94 interviews and used the results inductively to develop a typology and a two-staged process model of workplace courage, which includes in phase 1 the existence of a challenging event leading to a felt responsibility to act. This is mediated by a power path based on a perceived relative power advantage, and an identification path based on social identification. In phase 2, the actor perceives that he has the autonomy to act and take courageous actions.

2.5.3 Summary of research on courage in leadership

The above studies have been useful in throwing light on the courage construct with or without being associated with other constructs. This section provides a summary from two perspectives: an appraisal view of the current debate and a methodological evaluation.

A wide variety of contributions to the understanding of courage has been made by these studies, depending on the particular research questions addressed in each study. The predominance of qualitative studies over quantitative indicates that courage is a construct which has still not been clearly defined and warrants more research from a qualitative approach in the context of leadership. Furthermore, although some courage measures/scales have been developed, these have not been widely used. It is believed that this is due to the difficulty in conceptualising courage clearly as this will have a bearing on the courage scale and hence its validity. However, regardless of the particular findings, there is sufficient

evidence to say that courage should be an important dimension of leadership. There are two major perspectives of the role that courage plays in leadership. There seems to be both an internal and external dimension of the impact of courage in leadership. Furthermore, there is evidence that courageous acts follow a certain process which seems to vary according to the conceptual lens of the researcher. Courage has been studied mainly with a view to understand the experience as told by the actor but has rarely been studied to understand what meaning the experience is given by the actor and how it informs his/her leadership. In order to do this, leadership has to be understood as meaning-making, which is the frame adopted in this research. Consequently, there is still scope for further research in this area.

From a research design perspective, many methodologies have been applied, with qualitative approaches being slightly more numerous. Some studies were done either within a military context or with students. Only a few have business leaders as participants. It appears that most of the qualitative methodologies used were applied in order to understand the lived experience of the courageous actor, not about the meaning of the experience to the actor. In order to tap that meaning a suitable research inquiry would be narrative analysis, which is the approach used in this research.

Annex 1 gives a table which presents a summary of these studies and how they compare as to their main research questions, conceptual framework, methodology, main findings and contexts.

It is clear from that table that most of the researchers used a quantitative or phenomenological approach and in a narrow context, mainly in military settings. Other studies were based on literature and need to be empirically tested. The road is therefore open for new methodologies which can enable the courage construct to be better understood in the world of work. It is to be noted that this present research is inductive in nature and the themes found in the above studies are not going to be used deductively. Rather they will be useful in discussing the findings of this research in Chapters 5, 6 and 7. Moreover, a sense of direction will help to understand what could drive a leader to act courageously. They will be valuable in conceptualising courage as part of the conceptual framework (section 2.7).

The findings of all these studies have been synthesised as shown in Table 2.2.

Table 2.2 Themes identified in previous research

	Themes	Subthemes
1.	Internal conditions	a. Characteristics/traits/skills/abilities (Rate, 2007; Rate et al., 2007)
2.	Risk	a. Facing adversity (Kruger, 2007) b. Momentous struggles (Richards, 2008) c. Difficulties (Harbour, 2007)
3.	Worthwhile goal	a. Willing intentional act (Rate, 2007) b. Motivation towards excellence (Rate, 2007) c. Deliberate thoughtful choice despite risks (Richards, 2008) d. A higher purpose (Goud, 2005) e. To achieve a moral/noble goal (Rate, 2007) f. Reasoned choices (Kruger, 2007)
4.	Disposition	a. Confident leaps of faith into the unknown (Richards, 2008) b. Courage as a disposition (Schilpzand, 2008) c. Self-confidence (Kruger, 2007) d. Life experiences (Aprigliano, 1999) e. Preparedness (Kruger, 2007)
5.	External conditions	a. Supports (Kruger, 2007) b. Role models (Kruger, 2007) c. Principles/greater good external to the actor (Kruger, 2007) d. Collective effervescence (Richards, 2008) e. Social forces (Hannah et al., 2007) f. Living and pushing against the flow (Richards, 2008)
6.	Courage to be (Tillich, 1952; Cunningham, 2007; Harbour, 2007)	a. Self (Aprigliano, 1999) b. Preservation (Kruger, 2007) c. Staying power (Kruger, 2007) d. Maintaining personal integrity (Kruger, 2007) e. Loneliness/isolation (Kruger, 2007) f. Positive state (Hannah et al., 2007) g. Positive traits, values and beliefs (Hannah et al., 2007)
7.	Courage to act (Harbour, 2007)	a. Call to act (Kruger, 2007) b. Action (Goud, 2005)
8.	Fear (Goud, 2005)	a. Experienced fear (Kruger, 2007)

One salient observation is that none of the studies which have been surveyed and which have attempted to identify components or dimensions of courage has been close to conclusive. Since the days of the early philosophers who studied courage, courage has been a construct whose mystery has not yet been unveiled, as described in earlier sections. This appears to be still the case. Hence, it is felt that there can be two viewpoints. The first is that it is not a concept which has been socially constructed from reality like leadership, or social capital, or human capital, but is a construct which actually may not be easily defined. It has simply existed since the early days of humanity like all other virtues. In other words, courage is of a predominantly ontological nature. Indeed, it has been said that it might not be appropriate to say that a person is courageous because it is not the case that he/she is always displaying courage; and that it is best to say that an act is courageous (Hannah et al., 2007; Rate, 2007). The second view is that courage is a combination of ontology and social construction, just like leadership (Hannah et al., 2007; Kruger, 2007; Kephart, 2010). This is the view taken in this study as it is grounded in post-modernism. and based of previous research, courage has both an internal aspect to the actor as well as an external aspect.

Hence, the question of this research is: "What drives a leader to act courageously? Is it an innate ability, or does it grow from experience or both?" In other words a better research question to ask is: "What are the drivers of courage?" rather than "What is courage?" as Rate (2007) attempted to find out.

2.6 Context-critical decision-making moments

Situations where a leader will exercise courage normally occur at critical decision-making moments. During these moments choices are made. And when leadership is looked at from the perspective of behavioural theory, leadership is about making choices. Leaders will base their choices on their values, emotional sensitivity and evaluation of the situation they are in (Kur and Bunning, 1996). Consequently, leaders' courageous journeys will consist of critical moments where difficult choices have to be made. From a self-identity perspective, this event has been termed "fateful moments" (Giddens, 1991). Giddens' "fateful moments" are based on the relationship between self and social structure, in that "fateful moments" are experienced when individuals embark on a "project of self". They are moments when the individual is at a crossroads or learns about some information which leads to fateful

consequences. This demands that consequences of particular choices are considered and evaluated in relation to the risks involved. These fateful moments are therefore empowering experiences. Other scholars have used the term "turning points" for such critical moments (Thomson, Bell, Holland, Henderson, McGrellis and Sharpe, 2002) or crucible moments (Bennis and Thomas, 2002).

In this research, leaders will be studied in the context of courageous decision-making moments from their own perspectives, as described by their stories. At such critical moments, there is usually a choice to be made based on personal goals or organisational goals. For Kur and Bunning (1996) critical decision-making moments are difficult moments where leaders have to make choices between organisational worthy goals or personal worthy goals. This is the working definition that has been adopted in this study.

Based on all the above, the conceptual framework proposed for this research is presented in the next section.

2.7 The conceptual framework adopted

The following conceptual framework informed by narrative constructionism inquiry, post-modernism, and stories, taken together, has been adopted. This is represented in the figure below.

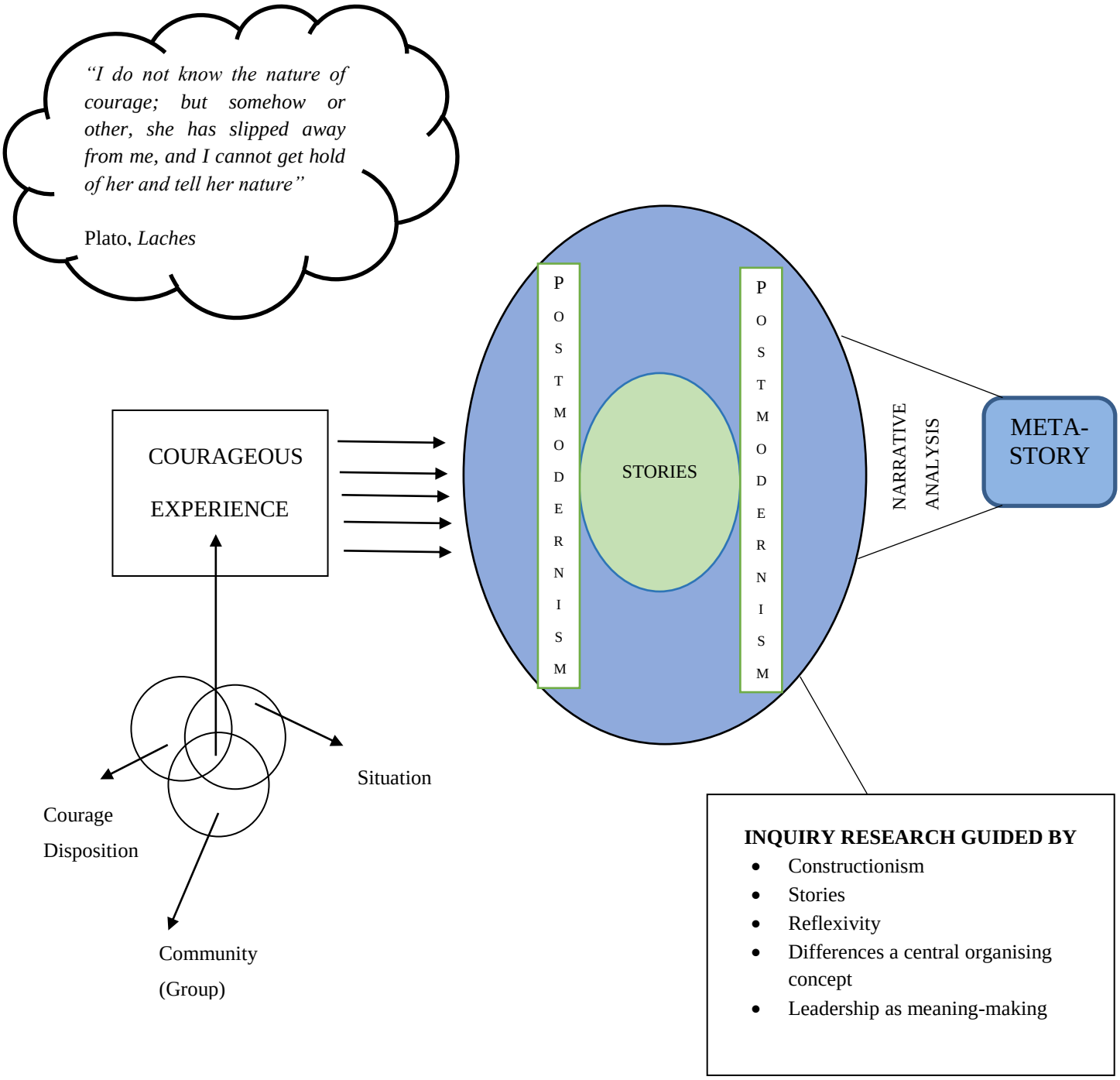


Figure 2.2 The conceptual framework

This research adopts a constructionist theoretical lens through which to view a narrative of leaders' courageous critical moments. This lens aligns itself very well with the belief, as argued earlier, that leadership is a social construction (Ospina and Schall, 2001; Fairhurst and Grant, 2010) and is about meaning-making (Drath and Palus, 1994). Through this lens, leadership and therefore courageous actions are viewed as dialogues created by groups in a context as well as an ontological concept for the individual, and not necessarily only as an innate attribute of individuals. More specifically, through this lens, one perceives that leadership takes place when people give meaning to actions. When leadership is taken to be meaning-making then what matters most is the experience leaders have in their journey of making sense of their actions, not their individual traits or behaviours. This makes a compelling case for inviting the actors or subjects to be with the researcher to inquire about the meaning of the experience, i.e. the research becomes a co-inquiry where researchers conduct research with leaders on leadership (Ospina and Schall, 2001). The use of this constructionist lens demands a kind of engagement with the leaders which can help in discovering the shared meaning-making stance of leadership. This move from focusing on traits and behaviours to meaning-making creates a shift from explanation to interpretation. Hence, the use of narrative inquiry for this research becomes a natural choice.

The adoption of post-modernism as the research paradigm will be explained in section 3.2.1.

It is to be noted that this explicit match between method and conceptual lens is of significant importance to make a contribution to the cumulative worth of scholarly leadership studies over time (Ospina and Schall, 2001).

In this study, the leaders' stories about courageous actions are the unit of analysis, but they are not analysed through interpretive phenomenology but through narrative analysis (Lieblich, Tuval-Mashiach and Zilber, 1998; Clandinin and Connelly, 2000; Riessman, 2000, 2005), which conveys the image of the world in those critical moments as experienced and socially constructed by the leaders themselves. It is about finding the drivers of courageous actions from the eyes of the beholder.

The unique differentiator of this research can therefore be pictured as follows, compared to other research that uses phenomenology as pictured in figure 2.3. Indeed, Gall (2006),

compares narrative inquiry and interpretive phenomenology in nursing education research and is substantiated by this present research as well.

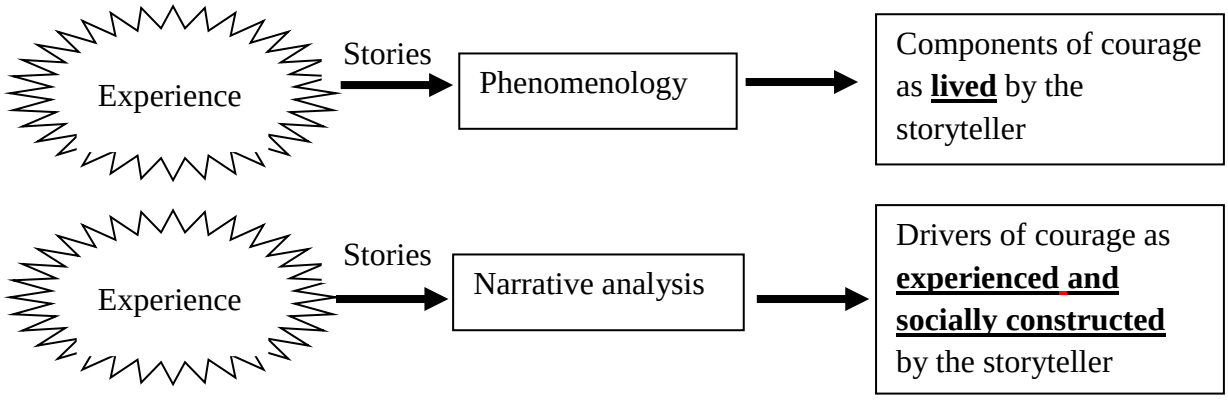


Figure 2.3 Phenomenology and narrative analysis compared

The above diagram shows that in phenomenology, the attempt is to understand the experience of courage as lived by the actor. In narrative analysis based on constructionism, how the experience is lived and its correctness is not the main focus of the researcher. The main focus is the meaning given to the experience by the actor in telling his/her story which is actually a social construction from the context. In this particular research it is about how the drivers of courage manifest themselves in the stories told by the participants, which reflects the meaning they give to their experiences.

The philosophy of narrative analysis is such that it enables courage to be understood from the ontological nature of "the courage to be"**,** which is not easily attained by traditional phenomenological methods. The drivers of courage discovered through a narrative analysis of the stories as told by leaders not only stem from internal traits and/or from prior experience and preparedness by the leader, but are also a reflection of the ontology of courage and the social construction of meaning in the environment.

Based on the review of literature on courage, the following conceptual model of courageous experience is proposed (Figure 2.4) for the purpose of guiding this research. It shows the relationship between three major components. Courage may be manifested at the intersection of courage disposition, situation and community.

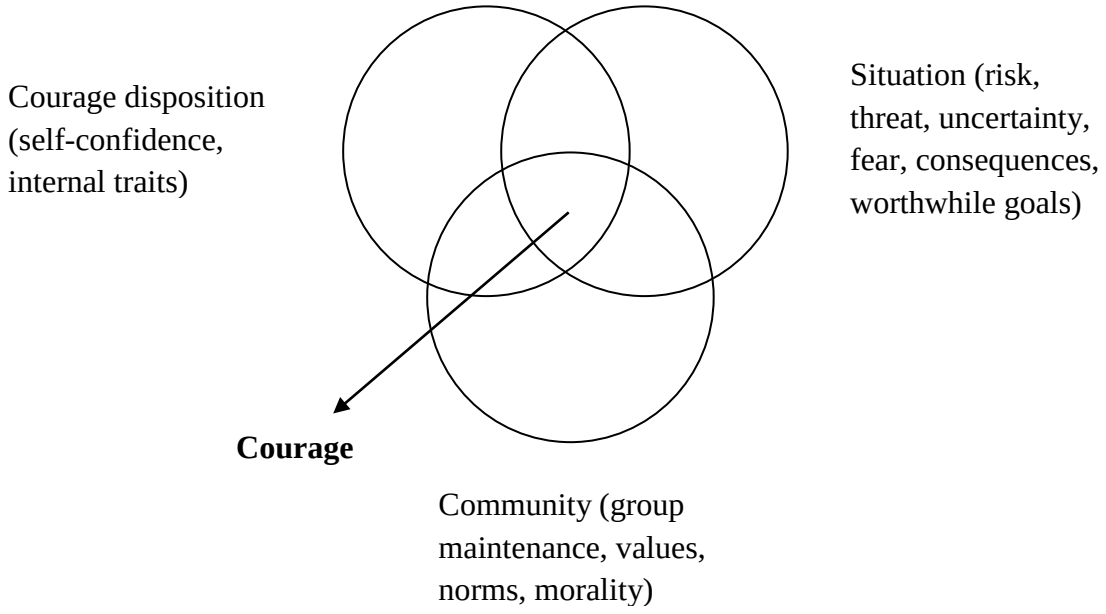


Figure 2.4 Courage as conceptualised from the literature review

Other salient aspects to note about courage are:

(i) There is some evidence that courage can be developed as it has a dispositional nature (Schilpzand, 2008). This is one aspect that will be investigated in this research.

(ii) There is a dichotomy in terms of "courage to be" and "courage to act" (Harbour, 2007; Harbour and Kisfalvi, 2012). This research may shed some light on this.

(iii) Courage is a relative concept, which depends on whether one is looking from the perspective of the observers or of the actor (Rate et al., 2007). This brings in the social dimension of courage adopted in this research.

The next sections present the main findings and implications of the literature review followed by the development of the research questions.

2.8 Discussion and implications

It is clear from the above that no matter how valuable courage has been claimed to be in business and the workplace, it has not been sufficiently studied or reported in the academic

literature. Moreover, most research on courage has been done in military settings or in nursing and health care. The relative scarcity of research on courage is partly due to the fact that since the days of Aristotle and Plato, scholars have struggled to define and conceptualise this difficult construct. Because of its intangibility and its ontological nature this conceptualisation exercise has taken a long time, though today through the work of some scholars who have persisted in the study of courage, this construct is better known and understood, though not fully.

In summary, the following understandings about courage and leadership have emerged**:**

(i) Leadership can be viewed as a social construct and is about meaning-making (Smircich and Morgan, 1982; Drath and Palus, 1994).

(ii) Leadership theories have failed to focus on an understanding of the underlying processes in leadership (Gordon and Yukl, 2004).

(iii) Leadership competencies rarely consider courage as an important dimension.

(iv) Very little research has studied leaders *in situ* to understand the lived experience of leaders when courageous decisions are made.

(v) Internal conditions, external conditions and the context or situation have a bearing on courageous actions. And to date studies have not confirmed with certainty the internal and external conditions for courage to manifest itself.

(vi) It is debatable whether in modern times courage is seen more as a virtue or as an ontological concept of "being".

(vii) It is also uncertain whether fear is an important component of courageous actions.

(viii) Courage can be better understood from the perspective of the act than of the actor (Pury et al., 2007; Rate, 2007)

(ix) Courage has been said to be a phasic phenomenon as it emerges when needed (Peterson and Seligman, 2004; Lopez and Snyder, 2009).

(x) Courage is not a concept socially constructed wholly from reality and hence is not easily amenable to being dissected and defined. It is of an ontological nature.

(xi) A more amenable question to ask than "What is courage?" is "What drives a leader to act courageously?"

(xii) Courage is the anchor for commitment in leadership (Jablin, 2006).

This literature review has shown that there is still scope for refining what is known about courage, how it is manifested in leaders and its impact on them. Furthermore, studies on leadership in relation to courage or studies of courage in business or the workplace have mostly been quantitative in nature. Those which have been done qualitatively have been done from a traditional phenomenological approach. The deficiencies in the quantitative approach stem from the positivist paradigm of looking at the world; in other words, for such an abstract construct, adopting a positivist paradigm might be inadequate. With the qualitative phenomenological approach, which is in line with the increasing use of qualitative methodology in the study of leadership over the last 20 years, new insights have indeed been added to the understanding of courage. However, although these studies use an interpretive frame, that is, they were mostly conducted from the researcher's point of view. What will add more to the understanding of the construct of courage is studying its manifestation from the beholder's eye within a social constructionism frame of leadership, i.e. through a narrative analysis of leaders' stories to understand better their lived experiences.

2.9 Conclusion and research questions

In conclusion therefore, it can be inferred from the above that the relationship between courage and leadership is still somewhat unknown. It is about "normal" leaders and what makes them effective and successful. And it is posited that courage or its components have something to do with the success or failure of such leaders. However, this is a long-range goal of a possible direction of research. This is too wide to be the focus of this study. As a first step towards this long-range goal, this research sets out to understand the manifestation of courage in business leaders and what the drivers of courage are.

The research questions are as follows:

- How do leaders in Mauritius "story" their courage manifestations in critical decision-making moments?
- What are the drivers of courage amongst leaders in Mauritius?
- Is there generally a grand courageous journey of a leader? If yes, how does it manifest itself?

2.10 Summary

The literature review on leadership has shown that despite so many years of research, this complex phenomenon is still being studied to understand its underlying processes better. In particular, increasingly leadership research is moving away from positivism towards interpretivism and qualitative approaches. This is gradually leading towards research that views leadership as a social construct and a meaning-making construct. Multi-level aspects of leadership are also being considered.

In contrast, courage has been less studied than leadership, though it has been picking up over the last few decades. Various models of courage and its development have been proposed but none is conclusive.

From this survey of studies on courage and/or leadership, a conceptual model of courage was established. It was then proposed to ask "What drives a leader to act courageously?" rather than "What is courage?" This led this research to be of an exploratory nature so that the manifestations of courage could be better known. In order to do this, an appropriate research design is required. This is presented in the next chapter, which is on research design, methodology and data collection.

Chapter 3 Research Design, Methodology and Data Collection

3.1 Introduction

Research designs are the plans and processes adopted to justify the decisions taken, from broad paradigmatic assumptions about the way the researcher sees the world to details of methods, data collection procedures and data analysis (Creswell, 2009). Creswell identifies three types of research design: qualitative, quantitative and mixed, and states that the choice of research design is informed by three broad concepts: the underpinning philosophical world view, the strategies of inquiry and the research methods. This chapter is concerned with these three building blocks of the research design. The strategies of inquiry are what lead on to the conceptual framework, as they refer to the conceptual lens through which one is studying the world. A conceptual framework positions a study in the body of knowledge and in relation to current debates around the research topic, drawing from how other scholars are approaching the topic in the discipline concerned. This conceptual framework has been presented in section 2.7.

Badenhorst (2008) writes that the conceptual framework may be a research paradigm, a theory, a discussion of concepts or an analytical structure. In this research it is a blend of these. More precisely, this research is positioned in an overriding conceptual framework based on the paradigm of post-modernism (Hassard, 1994), as explained in this chapter. Within this paradigm, the key concept that will inform the conceptual framework is stories, which is in line with the understanding of leadership as a process of social construction. The research therefore adopted a constructionist frame. From the literature review the construct of courage has been conceptualised as composed of three dimensions: disposition (internal), community (external) and situation (external).

Finally, for self-reflexivity purposes, it was important that the story of the researcher is also presented as this can help inform the reader how the stories were co-constructed with the participants and enable them to hear the researcher's voice better in the thesis. This is therefore done in the last section of this chapter.

3.2 Research paradigms and traditions in leadership studies

Research paradigms or a research philosophy relates to how the researcher perceives the world and therefore the nature and development of knowledge. Research in social science is conducted under assumptions that underpin the research design and methods used. Social science research can be carried out using the subjective–objective dimension (Morgan and Smircich, 1980) alongside assumptions about ontology, epistemology, human nature and methodology as well as the order–conflict debate between regulation (order) and radical change (chaos). This gives four broad paradigms, namely interpretive, functionalist, radical humanist and radical structuralist.

Research in leadership has been done using various paradigms. In the category of objectivist approach there exists survey research, attribute studies and experimental studies. Survey research (Graen and Uhl-Bien, 1995; Klein and House, 1995; Yammarino and Dansereau, 2008) has been questioned because it cannot assess satisfactorily certain aspects like mental models (Mumford et al., 2009). On the other hand there have been attribute studies (Bass, 1990b) stemming from an ontology of critical realism and an epistemological position of relativism in which multiple perspectives are adopted to address the difficulty of getting direct "access" to the reality "out there" (Mumford et al., 2009). To overcome the limitations of the "real-world" methods experimental studies surfaced with an epistemological assumption of positivism (Mumford et al., 2009).

Along the subjectivist line of research there have been qualitative studies (Bryman, 2004), case studies (Bryman, 2004; Mumford et al., 2009), grounded theory, historiometric studies, discourse analysis, and narrative analysis. The main criticism against qualitative research is its low level of replicability, to which qualitative scholars have responded by saying that replicability is not a criterion of qualitative research (Bryman, 2004). The case-study approach then emerged with the aim of making findings less idiosyncratic by using multiple case studies. The next phase of qualitative research is grounded theory (Strauss and Corbin, 1994). It has been argued that grounded theory can be used in leadership studies to generate theories inductively rather than to test theories (Parry, 1998). Another type of qualitative research that has been used in leadership research is historiometric studies through bibliography, speeches and biography etc., (Simonton, 1991). The critical issue about this

approach lies in the reliability and validity of the coding schemes. Two other very close approaches are discourse analysis and narrative analysis. The former as an interpretive approach can be very valuable to study leadership at multiple levels (Alvesson, 1992, 1996; Podolny et al., 2004). Narrative analysis, on the other hand, although it has a long history in the field of education research, is still underutilised in management research (Bryman, 2004).

In conclusion, it can be said that leadership research has evolved from an objectivist approach to a subjectivist approach, from an epistemology of positivism to an epistemology of anti-positivism or social constructionism, and from an ontology of realism to an ontology of nominalism.

The present research has been framed along the constructionism paradigm for the reasons developed above, and uses a narrative inquiry strategy.

The next section makes a case for the adoption of post-modernism as the research paradigm.

3.2.1 Post-modernism as the overarching paradigm for this research

This research adopts the frame of a post-modernism paradigm. It is difficult to demarcate clearly between the post-modernism and modernism paradigms, as post-modernism implies a termination of modernism but is also a differentiated continuation of it. Post-modernism can be understood from two perspectives: that of an epoch and that of an epistemology. From an epoch perspective, post-modernism is entrenched in changes in social and economic structures that followed the era of modernism. Modernism is considered to have begun around 1650 and was characterised by an era of science and discovery in which knowledge was informed by reason, scientific logic and proof (Callahan and Martin, 2007). Modernism can be said to be a way of looking at the world which seeks answers based on positivism (Tierney, 1996). This epoch, according to Tierney, ended around the 1950s. Philosophers believe that we are in a new epoch which has been called post-modernism. This era is informed by pluralism and the deconstruction of authoritative sources that contributed to our past thinking. Post-modernism challenges the notion that there exists an "objective truth" as espoused by positivist approaches in the modernism era (Mitchell and Egudo, 2003). No matter how many interpretations of post-modernism there are, they all maintain that the

objective truth is not something that can be known (Hoffman, 2009). Post-modernism rejects the notion that there is a univocal relation between symbolic forms of representations (words, images, etc.) and an objective, external world, but places the emphasis on a relational existence (Hassard, 1994). Furthermore, Hassard developed a conceptual framework which includes five epistemological concepts: representation, reflexivity, writing, "difference" and decentring the subject.

Under the notion of representation, discovering "the genuine order of things must be regarded as naive and mistaken" (Hassard, 1994, p.312). That is, the language used by the empirical process does not necessarily reflect an accurate alignment with the reality. This is the position taken in this study by the researcher. Reflexivity is about the researcher being critical of his/her own intellectual assumptions. Again it is believed that the researcher will come with his own assumptions and needs to be open-minded. Writing views language as a sign system for concepts that exist independently in the real world, no longer relevant in post-modernism. For this reason the interview method has been used rather than collecting data in writing. "Difference" is about developing a strategy of thought "which reflects but does not capture the process of deconstruction" (Hassard, 1994, p.312). What this means is that in this research analysis will be made paying attention to large chunks of story parts. Decentring the subject is about replacing the modern subject with a system of relations between strata. In this research the participants are viewed as part of a bigger system, which can be their company, family or country.

The main reasons why post-modernism is fit for this research are as follows.

1. From an epistemological point of view, post-modernism is informed by a post-structuralist philosophy which claims that the world is a creation of our shared language and that we can "know the world" through the particular stories that our language conveys (Hassard, 1994).

2. As shown in the literature review, the interaction between leadership and courage has been studied through a number of various methods, and has been shown to be complex in nature. Moreover leadership is being taken to be meaning-making. As a post-modernism stance focuses on the constructed nature of people and reality, and

stresses that language is central to the construction process (Alvesson and Deetz, 2006), and as experience is told through stories, the post-modernism paradigm appears to be in line with the research question "How do leaders in Mauritius story their courage manifestations in critical decision-making moments?" In post-modernism, words are deemed to have multiple meanings and interpretations. And while in the modernism paradigm leadership takes place in a stable leader–follower relationship, in post-modernism there is a breakdown of the sense of stability about collective meanings (Tierney, 1996). So post-modernism allows the researcher to have a more open stance, which is what is needed in a study of an explorative nature.

Additionally, the post-modernism paradigm has not been a very popular choice under which to study leadership. Parry et al. (2014)argue that the use of post-modernism in leadership studies is in its early stages. Hence, the use of this paradigm will help to contribute to the debate about its application in leadership studies.

Tierney (1996) is among the few scholars who have used this paradigm in leadership studies. This author argues that post-modernism offers different ways of looking at leadership. He also argues that there is an overriding assumption that an organisation has a unique organisational culture, which is open to a myriad of interpretations. In post-modernism, the idea of difference becomes a central organising concept, and multiple representations may exist within one organisation. Even the notion of good or bad leadership becomes open to interpretation. In fact, post-modernism attempts to replace positivism with an inquiry approach, which captures multiple realities in local contexts (Parry et al., 2014). In post-modernism, the style of narrative writing can be more diverse and there is value in the insertion of the researcher in the text. The same applies to temporal sequence and the tenses of the write-up (Tierney, 1996).

In leadership studies using the post-modernism paradigm, the idea of "identity" is central and its aim is to develop a new meaning of "being" to make "identity" have a less objective flavour. In effect, post-modernism attempts to de-objectivity the self and identity (Tierney, 1996). Identity then also becomes an outcome of social construction. In the context of power and politics implied in a study about courage in leadership, post-modernism requires that to

understand leadership one has to understand the role that power plays in structuring subjectivity (Tierney, 1996).

Now that the underpinning research philosophy has been explained, the overall research process will be presented in the next section.

3.3 Overview of the research process

The research process comprises all the activities or steps of conducting a piece of research. The process used for this study was guided by Creswell and colleagues (Creswell, Hanson, Plano Clark and Morales, 2007; Creswell, 2009). Their model starts with the research problem, followed by the philosophical worldview of the researcher or research paradigm, and ends with the research findings. Table 3.1 shows the various steps of the research process.

Table 3.1 The research process

Step	Description	Outcomes for this research	Remarks
Problem definition	The research problem which is being addressed	Problem Statement	Presented in Chapter 1
Purpose of the study	The main aim of the research	Purpose Statement	Presented in Chapter 1
Research questions	Deriving the Research Questions from the literature review	Four Research Questions	Presented in Chapter 2
Philosophical worldview	Decision about researcher's underlying paradigmatic assumptions	Post-Modernism	Presented in Chapter 3
Strategies of inquiry	The best inquiry approach to address the purpose of the study under the chosen research paradigm	Narrative Inquiry	Presented in Chapter 3
Data collection procedures	This is about how to proceed to collect data to study the phenomenon	Unstructured Interviews	Presented in Chapter 3
Data analysis methods	Decision about how the collected data will be analysed	Narrative Analysis using Clandinin & Connelly (1990; 2000) and Performative Analysis of Riessman (2008)	Presented in Chapter 4,5 & 6
Ethical considerations	This is mainly about how confidentiality and privacy of participants have been preserved.	Ethics Clearance by the University of Witwatersrand University Human Research Ethics Committee (Non-medical)	Annexes 5 and 6

Trustworthiness (reliability and validity)	This is about why should the reader believes in the outcomes of this research	Demonstrated by an Audit Trail and data saturation	In Chapter 3
Research findings	This is about the findings of this research	Three major contributions: Courage Manifestation Cycle, Drivers of Courage and Methodological Contribution	In Chapters 6, and 7

The analysis step comprises several phases. The whole analytical approach is encapsulated by a step-wise process of analysing stories line by line based on Fraser (2004) and modified accordingly. This scholar proposes that narrative analysis can be carried out in seven phases. The adapted approach is shown in Figure 3.1.

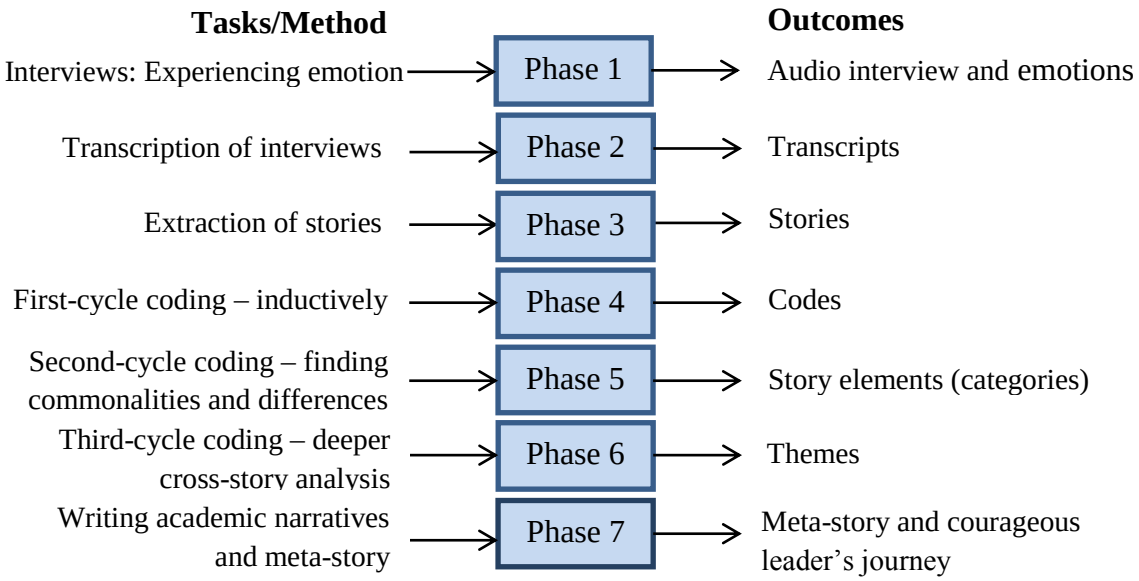


Figure 3.1 The seven data analysis steps and their outcomes

Questions to be considered at each of these phases are shown in Annex 2.

Figure 3.2 shows a bird's-eye view of how the above research process was followed and how it has been reported in this thesis. The remaining sections will describe each of the above steps.

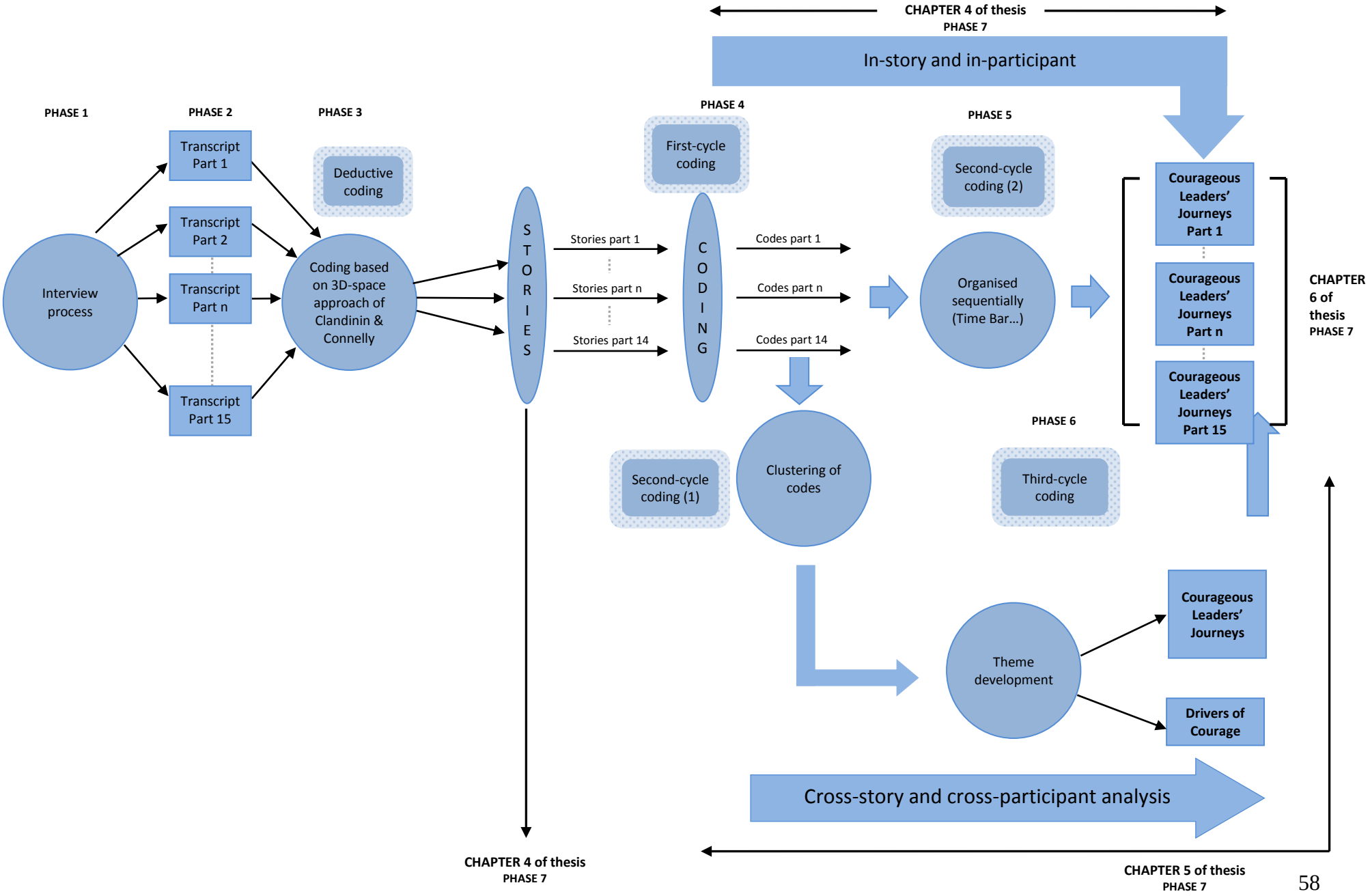


Figure 3.2 A bird's eye view of the research process and how it is reported in this thesis

This research uses a narrative inquiry design. This approach has rarely been used in management research. Narrative inquiry is a proper fit for this study because is grounded in post-modernism, which holds that there is no single objective truth but that multiple realities can co-exist. Furthermore, as this study is of an exploratory nature, the identification of multiple realities is indeed an asset to the research design.

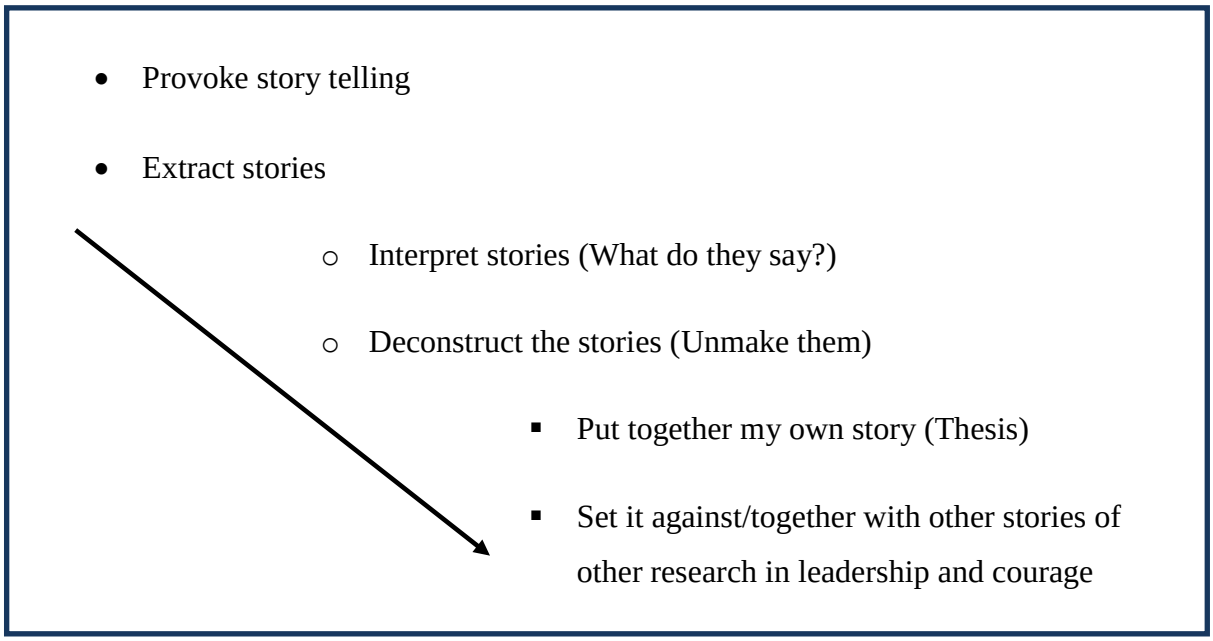
Although narrative research is rooted in literature, history, anthropology, sociolinguistics and education, it has become increasingly popular as a research orientation for various disciplines in the social sciences (Clandinin and Connelly, 2000; Creswell et al., 2007). The term "narrative turn" has been used to reflect the intrusion of narrative from literary studies into human and social sciences (Riessman, 2000, 2005). Some scholars (Lieblich et al., 1998) distinguish three broad uses of narrative inquiry in research. Firstly, it is used as an exploratory tool when not much is known about a particular topic. The second use is about studying narratives as the research object itself, as in literature and linguistics. Thirdly, narrative inquiry is of a philosophical and methodological nature. This research is a combination of the first and third uses.

3.3.1 Overview of narrative inquiry

Narrative inquiry is a research approach which gives attention to narratives in order to study society, an organisation or an individual. It is not just about studying texts but about attaching meaning to the stories about their life experiences that people tell (Ollerenshaw and Creswell, 2002; Ospina and Dodge, 2005). Hence, it has its own methods of analysis, which will be discussed later together with the suitability of the chosen analysis method for this research.

As the methodology which has been adopted is qualitative in nature and emanates from an interpretive and constructionism paradigm (see below), the research was designed to be flexible and a journey of discovery.

Barbara Czarniawska (2000) made a case for the use of narrative in organisation research. She described the various uses of narrative and its analysis in social science studies. Her approach has been adapted for this research as shown below.



Source: Adapted from Czarniawska, 2000

Figure 3.3 How narrative is used in this research

Narrative inquiry has also been described as examining the way a story is told, taking into consideration the position of the actor or storyteller, the endpoints, the sequence of events, the supporting cast and the tension created by some events in contrast to others (Riley and Hawe, 2005). Furthermore, it has been argued that although narratives are important to the analysis of organisational processes and narrative data uncovers, or brings to the surface, features that are helpful in description, yet explanatory processes must be based on deeper structures of the narrative data, which are not easily observable, and an appropriate framework must be chosen to achieve this end (Pentland, 1999).

Furthermore, to reflect a mosaic of research efforts with diverse methods and groundings, Sparkes and Smith (2008) use narrative constructionist inquiry as an umbrella term. Indeed, various scholars have adopted a diversity of research approaches or paradigms and have therefore developed their own narrative approaches within various paradigms, such as the post-modern paradigm, the human development paradigm, or the psychological approach, the sociological approach, and quantitative/qualitative approaches (Creswell et al., 2007). Sparkes and Smith (2008) make a distinction between two closely related terms: narrative construct**ivism** and narrative construct**ionism**.

In narrative constructivism inquiry, the main concern is what goes on in the mind of the subject of research when he/she engages in social interaction. The stories told by the subject are the inner workings of his/her mind and are a reflection of his/her identity and his/her sense of meaning in the experience.

In contrast, narrative constructionism inquiry is not focused on the inner workings of individuals but on narrative as a form of social action, lodged in relationships and embraced by individuals to be used in various situations. It is the vehicle for conveying a relational and socio-cultural phenomenon. In essence, narratives in constructionism are social practices that people perform and do in relation to others, rather than something they have. It considers narratives as a form of "social action through which human life and our sense of self are constructed, performed, and enacted" (Sparkes and Smith, 2008, p.229). In the context of this research about leadership, the use of a constructionist lens therefore implies that this phenomenon is socially constructed over time, as individuals interact with each other.

In this research, as the phenomenon of courage is understood (Pury et al., 2007) from the perspective of the actor (personal courage) and also from the perspective of observers (general courage) and leadership is the phenomenon being studied through the leaders and the linkages between the leaders and followers, a narrative inquiry based on narrative constructionism seems appropriate as there exist multiple realities.

The next sections discuss how stories and cognition are related and then make a case for using stories as the conceptual lens.

3.3.2 Cognition and narratives

The word "cognitive" originates from the Latin word *cogitare* which means "to know" (Bergh and Theron, 2008). Consequently, in cognitive psychology the focus is on factors such as thinking, intelligence, memory, learning, expectancy and perception, which enable one to "know". For example, perception is not a passive seeing and memorising of information but the processing of information by the active participation of the individual. So in cognitive psychology, the actor is seen as understanding how information is organised in the mind. And the advent of the computer has influenced the cognitive psychology approach, with the result that in behaviourism, humans are viewed as complex machines. So, cognition has three key properties: firstly, structures that represent knowledge; secondly, cognitive

processes, which are the way knowledge is obtained and used; and thirdly, cognitive style, that is, the differences in the nature of the structures and processes, which depend on the levels of analysis. The cognitive structure builds on the experience of the subject and therefore represents the organisation of knowledge around a concept or a given situation.

It is viewed in this research that narratives as told by actors actually represent the social construction of the experience and are better concepts than cognitive schemas to work with in order to understand experiences. The reason is that cognitive schemas can be a simplistic view of an experience and important aspects of the experience such as relationships with others may be overlooked by the use of cognitive schemas only. This is confirmed by a publication from the Center for Effective Organisations, University of California, which argues that it is in narratives that cognitive structures are found and cognitive schemas produced (Tenkasi and Borland, 1993). This is the main weakness of a study by Harbour (2007) of "managerial courage" in a merger of enterprises which used a cognitive schema.

3.3.3 The case for stories as the conceptual framework

Every day, we recount our experiences through the use of stories to inform, instruct, entertain, impress, empower, exonerate or serve as catharsis, among other things (Smith, 2000). Stories become a tool to construct meaning and impart knowledge by communicating it (Mitchell and Egudo, 2003). In that context, studying narratives enables a holistic analysis which preserves context and particularity (Riessman, 2000, 2005). By its very nature, narrative analysis will lead to findings that would not be obtained from other methods, even qualitative inquiries such as interpretive phenomenology (Gall, 2006). Knowledge, meaning and socially constructed reality is created through language and thus language is a good medium to study these experiences. Narrative language gives access to the subjective experience of the actor and leads to a newer understanding of the conception of self and identity and to new ways of studying memory and thought processes, culture, socialisation and lived experience (Smith, 2000). Indeed Riley and Hawe (2005), working in the field of health, made a methodological case for the use of narrative inquiry as a unique way to get into the world of health promotion practice.

However, it has been argued that there is little place for theory in narrative inquiry compared to formalistic inquiries (Clandinin and Connelly, 2000). The reason is that when researchers

use narrative inquiry, it is the lived experience told in stories that matters, rather than a comparative analysis of various theoretical frameworks.

The extent to which stories are valuable in organisational research is well exemplified by an exchange of views through two articles that appeared in 1991 in the *Academy of Management Review* (Dyer and Wilkins, 1991; Eisenhardt, 1991). On the one hand, Dyer and Wilkins argued that it is important that case research produces "a story against which researchers can compare their experiences and gain rich theoretical insights" (p.613), named as an exemplar. On the other hand, Eisenhardt argued that stories are not good theories and "their theoretical impact comes from rigorous method and multiple-case comparative logic" (p.621). This interest in stories was called the "linguistic turn", which occurred not only in organisation studies but also in other social sciences (Alvesson and Karreman, 2000; Deetz, 2003).

On the other hand, Rhodes and Brown (2005) in their paper examined the contribution of narrative research by considering five areas: sense-making, communication, politics and power, learning/change, and identity and identification, which are all areas closely related to leadership.

Furthermore, leadership in organisations can be regarded as meaning-making in that a person is influenced to do something because it makes sense for him or her. Hence meaning-making constitutes leadership (Drath and Palus, 1994). And it is this meaning-making reflected in the stories of leaders that this research will focus on.

Two key aspects of narratives are perspective, and context or frame (Smith, 2000). Perspective refers to a point of view about what is significant and can also take into account what the listener needs to know. Context or frame is about external influences such as social setting, physical surroundings or culture on the actor/narrator, the manner in which the storyteller constructs the narrative, and the characteristics of written text. Another way of looking at frames is that they describe the way one can expect the world to be, based on previous experiences, and the way according to which new experiences are assessed.

To conclude, if this research is to merit some value in the eyes of the academic reader, a short theoretical framework is still needed to guide the research. Hence, for this research a conceptual framework consisting of narratives under the post-modernism paradigm has been developed. The sections which follow present the remaining elements of the research process.

3.4 Participant selection

This section discusses how participants were selected with a view to establish rigour and trustworthiness. As this qualitative study is exploratory in nature and the purpose is not to generalise the results to a population, random sampling or other sampling techniques associated with quantitative research are not appropriate or relevant. Consequently, the sample size need not be large. In general, there are three types of participant selection in qualitative research: convenience sampling, purposive (judgement) sampling and theoretical sampling (Marshall, 1996). (The term "sampling" has to be used with care in qualitative inquiries because it connotes choosing representatives from a population to which the findings of the research will apply and this is not the case in qualitative research. Hence, the term selection appears more appropriate (Polkinghorne, 2005). However to follow the rhetoric that is found in literature, we will continue to use the familiar word "sample".)

For the present research, a combination of purposive and theoretical sampling coupled with a snowball strategy (Atkinson and Flint, 2001) was used. Purposive sampling is about selecting participants who are fertile exemplars of the experience of the study and therefore will enrich the understanding of an experience (Devers and Frankel, 2000; Polkinghorne, 2005; Robinson, 2013) and will help to answer the research questions (Marshall, 1996). In this study the experience is about courage manifested by leaders. Furthermore, in narrative inquiry the trust between the researcher and the participant is important so that the latter is open to disclosing their real feelings and understanding to the researcher (Devers and Frankel, 2000; Polkinghorne, 2007). This was particularly important in this case as the topic being investigated, courage as a leader, is quite sensitive. Therefore, the purposive criteria used were the following:

- Persons who already had some level of trust with the researcher
- Persons who the researcher considered would have quite some thick stories to tell because they had had considerable experience

- Persons at the same level, namely, the executive level, so that selected participants would be homogenous, to contribute to the trustworthiness of the findings.

Participants who naturally fit these criteria were mostly in the researcher's network and were either entrepreneurs, CEOs, high ranking retired civil servants or government ministers.

However, as indicated in section 3.9 below about the validity and trustworthiness of the study, the selection of participants remained open throughout the research process. This was achieved as follows:

(i) In line with the research questions, a first list of potential participants was made as per the purposive criteria stated above. The directory of the top hundred companies in Mauritius (2012) was consulted. This list was kept open for the addition or removal of participants.

(ii) When the participants were being interviewed, they were asked who in their networks could support this research by being participants like them (the snowballing sampling) (Robinson, 2013). Automatically there will be a certain degree of trust if participants are nominated by their peers. In this way the pool of trusted participants willing to contribute to this academic research was continuously expanded.

(iii) Finally, as the research was underway and preliminary analysis had started, selection of more participants was made as part of the iterative process of qualitative research and based on the patterns and characteristics of experience which had already been discovered. At this stage, selection of confirmatory and "disconfirmatory" participants could take place (Polkinghorne, 2005), in line with the criteria already described above, but in this study there were no "disconfirmatory" participants as such.

Using the above participant selection process, fourteen (14) leaders were studied in fairly great depth (there were actually 15 participants but in one of the interviews the recording did not happen as expected and nothing was recorded). To be sure of reaching about this number, an initial list of 50 leaders was selected from the business, public and NGO sectors. These three sectors were purposely chosen to meet the criteria of consistency under the

trustworthiness agenda of this research (Krefting, 1991).The initial list of potential participants is shown in Annex 3.

A decision about who to contact was then made according to the following criteria:

(i) A balance amongst the three sectors (private, public and NGO)

(ii) Availability and accessibility

(iii) Degree of familiarity and acquaintance of the researcher with the potential participant to ensure cooperation and openness.

(iv) Commitment of the potential participant to the value of academic research.

The final list of the 14 leaders who participated in this research together with a brief description is shown in the table below:

Table 3.2 Description of participants

Participant code	Ethnic group	Brief background
Participant 1	Chinese	CEO of an insurance company. Member of same club as researcher
Participant 2	Chinese	CEO of an IT company that is part of a big conglomerate
Participant 3	Hindu	CEO of a BPO multinational company
Participant 4	Hindu	CEO of an association of offshore business companies
Participant 5	Muslim	Former vice-chancellor of a university
Participant 6	Chinese	Entrepreneur and owner of a leading bookshop on the island. Member of same club as researcher
Participant 7	Hindu	CEO of an IT company now operating as an ISP as well
Participant 8	Hindu	Former Minister of Industry and also of Education. Now chairman of a state enterprise engaged in NGO activities
Participant 9	Hindu	Director of an important private sector pressure group
Participant 10	Hindu	Former Minister of Finance and now consultant
Participant 11	White	CEO of an association regrouping directors
Participant 12	White	Chairman of an important business conglomerate
Participant 13	Hindu	Former Minister of Finance and presently a banker

Participant 14	White	CEO of an NGO engaged in AIDS

As is evidenced by Table 3.2, an ethnic mix of participants, a feature of the multi-racial society of Mauritius, was achieved and all were leaders at the same strategic level.

3.5 When has enough data been collected in narrative inquiry?

Ensuring that there is enough data is a pre-condition to the credibility, validity and reliability of the research process. It has been said that qualitative researchers rarely justify their sample size (Marshall, Cardon, Poddar and Fontenot, 2013).This section will therefore attempt to explain how the number of participants chosen provided enough data for the study.

The National Centre for Research Methods (NCRM) in a review paper gathered responses from leading academics and researchers about the question "How many interviews is enough?" The most common reply was "It depends" (Baker and Edwards, 2012). The next question that comes to the mind is "It depends on what?" The various contributors offer guidance on epistemological, methodological and practical issues involved in each research project. For example, Marshall et al (2013) give some guidance that for grounded theory qualitative research between 20 and 30 interviews are required and for single case studies between 15 and 20 interviews. In the same spirit of knowing how many interviews are enough, an experiment with data saturation and variability was conducted (Guest, Bunce and Johnson, 2006) and it was found that saturation occurred within the first twelve interviews and that elements of meta-themes were present as early as six interviews.

The present study used fourteen interviews and from Guest et al.'s (2006) perspective this is enough for saturation to take place. According to the post-modernism paradigm chosen and the narrative inquiry approach, fourteen participants are enough for credibility of the results because they generated more than one story each. Fifty-nine stories were obtained and analysed.

3.6 Data collection procedures

Various methods exist to collect data. These include interviews, observations, artifacts, documents and records, diaries, visual methods, autoethnography, field notes, and so on

(Creswell, 1998; Denzin and Lincoln, 2000; Creswell, 2009). In this study only interviews were used.

3.6.1 The instrument

The instrument used was unstructured interviews. The reason for this is that the research is of an exploratory nature and uses narrative inquiry, and what is of interest is the courage experience in the form of a story from the participant. From the spectrum of narrative analysis methods discussed below in section 3.9.1, it is suggested that it is best that the researcher asks the subject to tell their story in their own way, thus reducing the researcher's influence and enabling the subject's intentions and meaning-making to surface (Clandinin and Connelly, 2000). This approach of using unstructured interviews can imply a constructionist view of the world because in practice the researcher cannot "fully" disappear from the interview scene, but it does allow the storyteller to participate authentically in the interviews. In reality, the story is actually co-constructed by the storyteller and the researcher and is conducted in a conversational style with great flexibility (Rogan and de Kock, 2005).

The use of unstructured interview means that the way the interview will happen is not really pre-determined. However, an interview protocol was prepared (see Annex 4) to guide the process. Only two main questions were asked.

1. Recall times when others have displayed courage in their lives. Tell me about them.

2. Now recall a time when you displayed courage.

Each of these questions was then followed by probing questions. The whole interview was in a conversational style rather than a question and answer session. As a narrative researcher I had to keep a very open stance and actively listen to the participant interjecting questions and non-verbal language in order to get more details about the experience being related.

Prior to starting the interview, as per the protocol, the participant was given an Informed Consent form to sign (see Annex 6). Then a background questionnaire (Annex 7) was given to the interviewee to complete before the actual interview started.

On average each interview lasted for 45 to 60 minutes. Although the interviews were conducted in English many times the participants and at times the researcher shifted naturally to French or the local Creole dialect.

3.6.2 Scheduling the interview

Once the initial list of 50 participants was chosen, as described in section 3.5 above, an email was sent to one participant at a time (see Annex 5). In some instances a phone call was made before sending the email. After the email was sent a follow-up phone call was made to schedule the interview. Sometimes participants responded that they did not have time for an interview so soon and the meeting would have to wait and then the next participant on the list was called, and so on. One participant working in the public sector specifically said that unfortunately he could not speak to me on courageous actions as his incidents are very sensitive and it would not be proper to grant the interview no matter how interested he was in the study. He did not have the courage!

3.6.3 Transcription of interviews

The interviews were recorded on a mobile phone and afterwards transferred and converted into a format that can be listened to on a computer. For reasons of confidentiality of the information contained in the interviews and as a time-saving strategy, the transcription was outsourced to a person from overseas. First she was well briefed about the research and level of detail needed in the transcription. The transcripts produced by her were considered drafts because some words were not well heard, mainly because of the Mauritian accent and the use of French and Creole. So once the draft transcripts were received, they were edited while the researcher listened to the audio transcript again. This exercise was facilitated by the use of a software called F4/F5 (Thorsten, Thorsten and Schmieder, 2012) which allows one to slow the speed and increase the volume for better understanding of what is being said.

3.7 The unit of analysis

The unit of analysis is a central piece in the research design, arrived at so as to be able to understand complex phenomena. A common approach to understand a complex phenomenon is to break it into its constituent parts which are supposedly easier to explore and understand. The complex whole is then explained from an understanding of the smaller constituents. Mouton (2011) on the other hand describes the unit of analysis as to the "what" of the study.

He named a few examples such as object, phenomenon, entity, process or event which is being studied.

In this study the "objects" being studied are stories of participants and not the life story of participants or the participants themselves. Moen (2006) argues that narratives are good units of analysis because narratives are not broken into elements nor are they reductionist or static in nature. Additionally, the reasons why stories were chosen as the unit of analysis is that firstly studying them allows the linking of the story-teller with his or her context, capturing both the individual and his/her context. Secondly, as leadership is being considered as meaning-making, the latter can only happen in contexts and not at individual level only and analysing stories of experience allow the leadership processes to be understood at multi-levels.

3.8 Data analysis

This section presents the narrative analysis adopted for this study, which was informed by existing narrative analysis approaches gathered from the literature. The section starts with a brief survey of existing narrative analysis techniques, then names the techniques chosen, and finally gives a full description of the process at each phase of analysis.

3.8.1 Methods of analysis associated with narrative inquiry

Various analysis approaches can be applied to narrative data collected through a narrative inquiry. At the outset it is important to understand the difference between narrative analysis and content/thematic analysis, as both methods use narrative data as input.

Content analysis is a method used to extract information from a body of textual materials in a systematic and objective manner – objective in the sense that the analysis gives unbiased results that can be replicated. It is not about interpretation, which is more holistic in nature (Smith, 2000).

In contrast, narrative analysis is more complex. It is not a reductionist approach. It is about making meaning out of stories told by the subjects of the research, as being human. This implies constructing meaning and meaning is created through narrative (Smith and Sparkes, 2009). In narrative analysis, one tends to preserve the essential qualities, authenticity, and substance of the stories told while manipulating them for a better understanding of the

phenomenon (Mello, 2002). It differs from thematic analysis in two further ways. Firstly, interpretations may change with time, new experiences and new contexts in the construction of meaning. This is what is called the "threefold present", in which the past and the future co-exist while the present exists in the mind of the storyteller (Ricoeur, 1980). Secondly, narrative analysis sees the world from the viewpoint of the storyteller, i.e. it focuses on the person rather than on themes, thus contextualising the meaning-making process. In contrast, thematic analysis de-contextualises the data by cutting and pasting themes together and focusing on broader issues (Riley and Hawe, 2005). Furthermore, narrative is transactional and developmental in nature, in the sense that when narratives are shared, they lead to new insights and knowledge. It is a structure of and for cognition (Mello, 2002).

As narrative inquiry is a very new research method still in the process of development and not yet matured, there is no one recipe for the analysis of narrative data. This is not to be construed as a weakness as such because it opens up possibilities for a diverse number of analytical approaches (Smith and Sparkes, 2009). The narrative methods of analysis include a poetic approach, a tripartite way of reading, a deconstructive approach (Corvellec, 2006), literary criticism (Rogan and de Kock, 2005), and interactional analysis (Riessman, 2005), to name a few. Some scholars have also attempted to put some order into the classification of types of narrative analysis on the basis of two dimensions: holistic versus categorical and content versus form (Lieblich et al., 1998). From this model four broad types of narrative analysis are derived: holistic-content (studying entire stories and their content), holistic-form (plotlines of stories compared to see if there is progress in a continuum like scene-setting, characterisation, plot elaboration to climax and wrap-up), categorical-content (specific parts of stories such as categories of words, phrases and self-other relationships are studied), and categorical-form (investigating narrative coherence as a facet of stories in relation to beginning, middle and ending). Under each type various methods of analysis can be found. This research falls under the category of holistic-form. Lieblich et al. (1998) also posit that there are basically three reasons why narratives are used in social research: (i) for exploratory purposes, (ii) for research on the stories themselves, and (iii) for methodological and philosophical purposes by juxtaposing findings with the contribution of positivist methods. This research basically finds its place in (i) and (iii). Moreover, the findings of the narrative inquiry are juxtaposed with phenomenological methodologies.

Some scholars, from a perspective of interpretive methodology of narrative analysis, developed a rhetoric method of story analysis which first extracts a storyline to present the story and then identifies opposites in the stories and uses syllogisms (logical arguments) to reach an interpretation of the stories (Feldman, Skoldberg, Brown and Horner, 2004).

A highly influential approach based on the semantic function and structure of narratives called linguistic analysis has also been developed (Labov, 1997, 2006). It is a method that in its basic form attempts to reconstruct past experiences by mapping a sequence of clauses in the story to the sequence of events that actually happened. This is also called the Labovian approach. This method was rejected for the present study because it is particularly suitable for data obtained in a natural setting in a non-research context, where stories are not being elicited purposely in organised interviews (Andrews, Squire and Tamboukou, 2008).

Another approach is structural analysis, ini which the emphasis is on the telling of a story and the way the story is told. The Labovian approach is a type of structural analysis (Riessman, 2005). In this type of analysis, the broad focus is on the way the narrative is structured rather than a scrutiny to identify themes or various types of narrative contents (Smith and Sparkes, 2009). It is also about what is being said in the story and in what order. Pentland (1999) pushes structural analysis further and developed a schema of "level" of narrative structure, as shown in Table 3.3.

Table 3.3 Levels of structure in narrative

Participants' Stories	Level	Definition	Example	Researchers' Stories
	Text	Particular telling of a story by a specific narrator	Actual text of his or her story: "When I showed up at the interview…"	
	Story	Version of a fabula from a specific point of view	A new employee's own version of how he or she was hired	
	Fabula	Generic description of a particular set of events and their relationships	How a particular person was hired: what happened, who did what	
	Generating	Underlying structures	Overall recruiting process: how	

	mechanisms	that enable or constrain the fabula	people in general are hired	

Source: Pentland, 1999, p.719

This structure is what enables process theory to be built from narratives, according to the author. Basically the structural analysis of narratives entails either whole text analysis or word analysis. Whole text analysis involves analysis of long excerpts, while word analysis involves narrator semantic, syntactic choices, word patterns, etc. In terms of possible outcomes, whole text analysis will lead to the interpretation of global meaning of the text, while word analysis leads to evidence supporting the interpretation of global meaning and the emergence of meaning embedded in language (Rogan and de Kock, 2005). From this perspective, whole text analysis has been applied in this research as the main interest is the meaning of the courageous experience from the beholder's eye. For Riessman (2008), in structural analysis the attention is shifted from the "told" to the "telling" and the focus is on the narrative self rather than on the narrator's experience as such. In effect, elements of Pentland's and Riessman's type of structural analysis are present in the analysis techniques used in this research.

Cresswell (Ollerenshaw and Creswell, 2002) proposed two approaches to narrative analysis, a problem-solving approach and a three-dimensional space approach. The first approach was used by Human (2013) under a constructionist-narrative paradigm as he tried to analyse how a sportsman was trying to resolve his problem of being suspected and later convicted of doping. This approach was rejected in this study as there is no problem as such to be solved.

Finally, there exists an approach of narrative analysis called performative analysis (Rogan and de Kock, 2005; Smith and Sparkes, 2009) in which the broad question asked by the researcher is "How is phenomenon X constructed in the narrative?" rather than "What does the narrative say about X?" (Smith and Sparkes, 2009). Riessmann (2008) names this method dialogic/performance analysis. It is about interrogating how talks or conversations amongst persons happen interactively (i.e. dialogically) and are performed as narratives. It involves the use of selected elements of structural and thematic analysis already introduced above. Such an approach entails a close understanding of the contexts, including the influence of the researcher and social circumstances on the creation and interpretation of the narratives

(Riessman, 2008). The above predisposes that the interviews with the storyteller should not be structured.

Furthermore, Riessman (2008) argues that we are always showing impressions of ourselves, trying to project ourselves in some manner, making claims about ourselves, etc. In situations of difficulty, we also project an image that tries to preserve "face". Using a drama metaphor, it is as if we are all on stage and performing drama. In other words, identities are positioned and conveyed for the audience. According to Riessman (2008) this determines how the drivers of courage are performed in the stories.

3.8.2 The narrative analysis techniques adopted

Basically two narrative analysis techniques were adopted for this study.

3.8.2.1 The three-dimensional space approach

Once the transcript quality had been ascertained, the three-dimensional space approach (Clandinin and Connelly, 2000; Ollerenshaw and Creswell, 2002) was used to extract stories. This approach was chosen because leadership is a very complex phenomenon based on an interaction between a leader, followers and the environment which is both social and temporal and also depends on the context.

In their book, Clandinin and Connelly proposed a three-dimensional space approach for conceptualising what narrative researchers do, as shown in Table 3.4.

Table 3.4 Structure of the three-dimensional space narrative analysis approach

Interaction		**Continuity**			**Situation/ place**
Personal	**Social**	**Past**	**Present**	**Future**	
Look inward to internal conditions, feelings, hopes, aesthetic, reactions, moral dispositions	Look outward to existential conditions in the environment with other people and their intentions, purposes, assumptions and points of view	Look backward to remembered experiences, feelings and stories from earlier times	Look at current experiences, feelings and stories relating to actions of an event	Look forward to implied and possible experiences and plot lines	Look at context, time and place situated in a physical landscape or setting with topological and spatial boundaries with characters' intentions, purposes and different points of view

Source: Ollerenshaw & Cresswell, 2002, p.340

As seen in the table, this narrative analysis approach consists of three aspects: interaction, continuity, and situation, which are described below.

(i) Interaction: This is about both personal and social aspects. The transcripts are analysed for the personal experiences of the leader as well as for his/her interaction with others. These other persons may have had different intentions, purposes and points of view.

(ii) Continuity: This concept is central to narrative research. It is about analysing the transcript to identify information about past experiences of the leader. Moreover, the script is analysed for present experiences, as shown in actions of an event or actions to occur in the future. In this way the past, present and future were considered.

(iii) Situation: Specific situations or places are searched for in the leader's landscape as described in the transcript.

Clandinin and Connelly (2000) explain that this three-dimensional approach is complex and involves reading and re-reading the transcripts to inform interaction, continuity or temporality, and situation through personal practical knowledge and the professional knowledge landscape of the storyteller. Personal practical knowledge is individualised, pointing inward in terms of aesthetic, moral and affective elements and language constructed as part of the experience, while professional knowledge is contextual and points outwards to existential elements of the environment, in relation to others' actions, reactions, intentions, purposes and assumptions. In practical terms, one has to move away from the transcript and ask questions such as "What does this mean?"and "What is the social significance?" In addition, themes, tension and patterns are identified. So in essence, the analysis process advocated by Clandinin and Connelly implies collaborating and renegotiating information with the actors and visiting the transcripts and field notes again and again. And at the end, interim texts are written to finally lead to a narrative which offers a reliable account of the leaders'experiences.The outcome of this phase is the stories of the participants (phase 3 of the analysis).

3.8.2.2 Dialogic/performative analysis

The Dialogic/performative analysis (Riessman, 2008) was then used to analyse the stories further. This method uses elements of thematic and structural analysis as described above. It is about how the narrative is structured as well as finding the broad concepts and themes which exist in stories. This approach helps to understand how the phenomenon of courage and leadership is constructed in the story. In other words, using a drama metaphor, it is about how courage and leadership are performed in the stories.This analysis happens in phases 4, 5, 6 and 7.

Each phase of the analysis is now described in detail.

3.8.3 Phases of analysis

The analysis was structured along seven phases in all.

Phase 1 – Interview

During this phase the stories recorded during the interviews were listened to in order to understand and discern the emotions expressed by the interviewee. During the interview and shortly after the feelings that emerged are noted together with the time and place. The recorded interview was also listened to as if it were a radio show, as this may help one to think in more creative ways.

Attention was paid to the way each story starts, unfolds and finishes as this can provide valuable insights to the genre of stories being told. In particular, in this study it was anticipated that leaders might want to show how they overcame hurdles or were resilient despite the odds.

Phase 2 – Transcription of the interviews

In this phase the recorded interviews were transcribed. Although there are many benefits in the researcher transcribing the interviews him/herself in terms of being closer to the stories and to their meanings, and also of avoiding any ethical issues by having third parties aware of the stories, this was not seen possible because of time constraints. Details of the process employed have been given in 3.7.3 above.

The lines in the final draft of the transcripts were numbered so that it would be easy to refer to them at any point during the research.

Phase 3 – Extraction of stories using the three-dimensional approach of Clandinin and Connelly

Extracting stories involved noting the specificities of each transcript, and identifying the types and directions of stories as well as any contradictions. One difficulty that was anticipated is disaggregating long chunks of talk into specific stories or segments, because often the storyteller jumps from one idea to another. There are several ways to overcome this difficulty. One way is to divide the transcripts into sets of ideas expressed or themes surfaced with some sort of plot unfolding. The transcripts may also be scanned for chronology or characters in order to segregate them. Another approach is to understand narratives by identifying the beginning and ending of each line. This may lead to the surfacing of a story. These approaches were discarded because they are still to some extent reductionist in nature. The approach that was adopted in this research was to follow the three-dimensional space approach of Clandinin and Connelly (2000) as discussed in section 3.7.2.

The following steps were used to extract the raw stories from the transcripts. After a transcript had been edited for correctness as explained above, it was read several times to understand where there are events which can be considered as stories. The transcript was then coded deductively in ATLAS Ti using the codes: Personal, Social, Past, Present, Future and Situation/Place. Other words were added as suffixes to these codes as mnemonics to get a better understanding of the story and its elements and to be able to separate the stories. For example, a code might be “Social-Courage as facing resistance” or “Present-Courage to put into question what is working”.

The elements coded in this way were then put into a table for each story. An example is given in Annex 9. At this point if a story was found to be too thin (less than three elements of Clandinin and Connelly’s (2000) three-dimensional framework) it was not considered further. This process yielded a number of “raw” stories for each participant. These stories were given names for ease of reference. A few examples of these “raw” stories are presented in Annex 10.

The raw stories were then summarised and edited for clarity while keeping important verbatim quotes. Proper names of persons and companies were removed or altered for confidentiality purposes. These are the final stories presented in Chapter 4.

Phase 4 – Analysing each story – First-Cycle Coding (In-Story Thematic Analysis)

Once stories had been extracted from the transcripts, each one was immediately analysed further in relation to the research questions in an inductive manner. The main reason why an inductive process was used is the way the research questions were framed, in particular the first research question which is "How do leaders in Mauritius story their courage manifestations in critical decision-making moments?" Indeed, as Eisenhardt and Graebner (2007) stated, the challenge of justifying the inductive logic rests on the nature of the research question. Therefore codes were assigned to quotations in the stories which indicated some segment or component of answers to the research questions. In other words, the stories were read and re-read, to gather how courageous acts were performed (performative analysis), to use Riessman's (2008) terminology. In order to facilitate the identification of themes or patterns, ATLAS qualitative data analysis software was used. In particular, ATLAS was used as the repository of all transcriptions and to facilitate analysis.

The results of this process are also presented in Chapter 4. At this point some of the edited stories were amended again to facilitate the presentation of where codes were found.

Phase 5 –Finding commonalities and differences among stories – Second-Cycle Coding (Cross-Story Thematic Analysis)

This phase is about searching for commonalities and differences among and between stories. This was done by comparing and contrasting the content, style, sequences and tone of the different stories. This involved reading, re-reading of the stories and at times going back to the transcript in case any important part of a story is missing or listening again to the audio. This led to the emergence of patterns which were explored further. Similarities and differences may be easier to detect once stories have been listed, numbered and named. The codes were then associated together into higher order concepts or code categories (Saldana, 2012). Plots, events and/or concepts were clustered for further analysis in Phase 6. The outcome of this phase is presented in Chapter 5. All this analysis was again assisted by ATLAS Ti.

Phase 6 – Deeper Cross-Story analysis – Theme Development

In this phase, attempts were made to identify the deliberate dominant discourses in each story and link them with social conventions, thus constructing an interpretive framework for understanding courageous stories. Shorthand ways of constructing meanings though commonly known metaphors, such as sacrificing, a sense of being, ownership, independency, principles and beliefs, were identified. These were defined from the meanings they convey from the data in the stories. Further analysis of these categories was done in order to develop relationships between them so as to answer the research questions more deeply. This was assisted by the network manager function of ATLAS Ti Network View Manager function where higher order concepts (code categories) were merged into themes. This deeper cross-story analysis helped to derive further meaning and themes. It is also to be noted that these themes often became noticeable after many readings of the transcript. Then a courageous journey of a leader was developed after comparing all stories and analysing commonalities and divergence. This outcome of this phase is also part of Chapter 5.

Phase 7 – Writing the academic narratives about personal stories –The Meta-Story

This is the last phase and dealt with the decision of how to write about the findings. In this process, it was recognised that the stories told in this thesis are those of the author, although they were based on the stories of others (participants). So, many drafts were required before getting to the final one worth presenting. As has already been pointed out, narrative research is not about finding and reporting the "truth". Rather there are multiple ways of representing stories. The narratives are subject to reconstruction and re-interpretation. Therefore, it was imperative, for the research to be credible, that the writing reflected the stories as told by the participants as well as the objectives of the research. In order to reach this aim, one meta-story in three parts was developed based on the findings of the analysis of the stories as a whole. This is given in Chapter 5. However, as this Narrative Research is within a Post-Modernism paradigm, the very choice of this approach brings in some new perspective in presenting the research findings. As has been described earlier in this chapter, working with different paradigms for the studying leadership has been called upon by many scholars (Bryman, Stephens and Campo, 1996; Morley and Hosking, 2003). Bryman calls it problematizing the nature of leadership as fundamental modernist assumptions are being challenged under other paradigms, in particular in postmodernism. The latter paradigm also

"problematizes leadership by recognising "empty" processes, i.e. "the how" of leadership (Hosking, 2007, p.5)" . This leads to local-emergent construction with more weight being given to multiple local relational realities (Hosking, 2007). This reference to local knowledge is in contrast with other traditional qualitative research with a modernist assumption.

Hence, adopting a post-modernist stance implies that there is no search for a "truth". That is no grand theory explaining everything about courage in leadership has been developed. Rather local knowledge and theory will be developed. The meta-story is not the "truth" as explained above. What is more valuable is to understand in a post-modernism paradigm is how the manifestation of courage takes place locally within each context of the participants which are different in each case (local knowledge and theory). And this is presented in Chapter 6. The reader who is familiar with traditional research approaches (like case-study design) may find this sequencing of the two chapters odd and this is mainly due to the paradigmatic stand taken when reading the thesis. Chapter 6 actually shows how the meta-story is lived by each of the leaders in their own context and relations. In Riessman's terms, it is how the participants performed the manifestation of courage in their own contexts.

The case for using meta-stories is discussed further in the next section.

3.9 The case for the use of meta-stories as an outcome of the research

To proceed further in the paradigm of post-modernism, a case is presented for the co-construction of meta-stories as an outcome of this research.

According to Callahan and Martin (2007) a meta-narrative, rather than being just a story, is a methodology to present events in one's life in such a manner that it is a coherent block providing meanings and is in line with one's overall values.

The use of the meta-story in this research could be seen as being in contradiction to the general debatable premise of post-modernism's animosity toward meta-narratives (Hoffman, 2009). However, that stand has to be understood in the context in which it was argued that intellectual frameworks such as science, logic and philosophy, which existed in the era of modernism, no longer apply in post-modernism because there is nothing such as "truth". Furthermore, post-modernism, having adopted a pluralistic view of knowledge and rejected

the notion of a single objective world, has demonstrated that conflicting constructions of the world can co-exist side by side (Grenz, 1996).

In this research, the proposed meta-story to be explored is not "the objective truth" but one of many local meta-stories that can be developed. The meta-story which has been developed consists of many smaller meta-stories that form part of it. Furthermore, although the post-modernist belief is that it is not possible to know objective truth, some believe that one can only arrive at an approximate truth, while others maintain that "truth" is one's interpretation (Hoffman, 2009). So in this research the ultimate analysis of the data will result in one or more meta-stories of courageous leadership.

Additionally, Irving and Klenke (2004) give credence to this approach of using meta-narratives. In their research they argue for the existence of a relationship between leadership effectiveness and meta-narrative which is mediated by personal meaning. And in this study the personal meaning is shown in chapter 6, as each leader's courageous journey.

The next sections discuss the various decisions taken in order to ensure trustworthiness (validity and reliability) for the research.

3.10 Trustworthiness in lieu of validity and reliability

This important aspect of validity and reliability of the research was guided by the on-going debate around qualitative analysis as discussed in this section.

Qualitative research has been the subject of much criticism over the years (Guba and Lincoln, 1994; Bryman et al., 1996; Bryman, 2004). The main criticism from positivism has centred on validity, reliability and generalisation, the "trinity of truth", as it has been called (Tobin and Begley, 2004). It has been argued that the terms validity, reliability and generalization are terms associated with positivism and quantitative research, and therefore have no meaning in qualitative research, which does not attempt to find "the truth" (Krefting, 1991; Lietz, Langer and Furman, 2006). These scholars argue that as qualitative inquiry has as foundation a post-modernism paradigm, the existence of an objective reality does not make sense. In qualitative inquiries the focus is on multiple realities and co-construction of meaning by the interaction between the researcher and the participant. This aspect is more pronounced in narrative inquiry.

In this research rigour is about demonstrating integrity and competence. Furthermore, it has been argued that there are degrees of validity, rather than just asserting that a claim is valid or invalid and that a conclusion or finding is valid when there exists sufficient evidence to reasonably believe it is valid (Polkinghorne, 2007). However, this does not mean that all qualitative research should be assessed using the same criteria as they may have different purposes and use different methods (Krefting, 1991).

In this research, therefore, trustworthiness is the concept addressed as a means of achieving rigour. This is described in more detail in the next sections.

3.10.1 Strategies to improve the trustworthiness of the research

In relation to qualitative research, the concepts of reliability and validity are often replaced by trustworthiness, which consists of five dimensions: credibility, transferability, dependability, confirmability and authenticity, following work by Guba and Lincoln (1994; Morse, Barrett, Mayan, Olson and Spiers, 2002; Tobin and Begley, 2004). Trustworthiness in this study has been guided by Guba and Lincoln but augmented by 'strategies indicated by Morse et al. (2002) who argued that strategies to ensure rigour be built into the research process at every step of the inquiry. This implies that qualitative research is by default iterative and the researcher continuously moves back and forth between data, design and writing phase to ensure that all the following are aligned: research question formulation, literature review, data collection methods, analysis and presentation of findings.

All along the research process, data were checked in a systematic way, focus was maintained and the match between data and conceptual framework of analysis and interpretations were constantly monitored and confirmed. For example, ongoing analysis resulted in a dynamic review of questions and force purposive sampling (Morse et al., 2002). In this research, as interviews were conducted, transcription was started and the recording listened to a few times before the next interview so that questions could be adjusted in subsequent interviews if needed.

Therefore, in order to address the issues raised in the above debate about validity in qualitative research, the following three-pronged approach was used to improve the trustworthiness of this research:

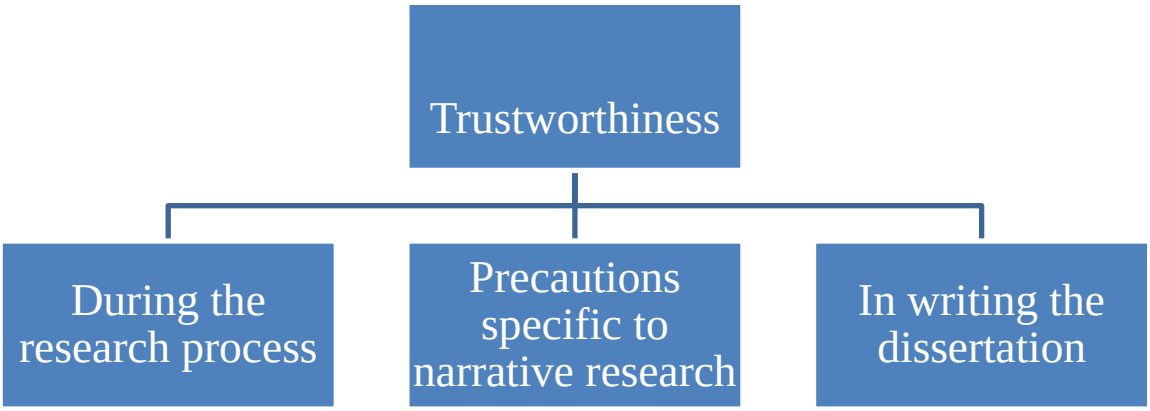


Figure 3.4 The three-pronged approach for trustworthiness in narrative research

3.10.2 Ensuring trustworthiness during the research process

The following verification strategies of the research process were used to ensure trustworthiness of the study (Morse et al., 2002):

(i) Data was collected and analysed as far as possible concurrently. If transcriptions were not ready the recordings were listened to in the meantime. This pacing and iterative interaction between data and analysis ensured reliability and validity by allowing the researcher to be very close to the data.

(ii) Care was taken that participants selected were appropriate for the research topic. In this case this meant that the leaders selected were at the equivalent levels (Executive level) in their respective organisations, for consistency, and should have exercised courage in their life.

(iii) Methodological congruence was ensured in that the research questions matched the method of inquiry.

(iv) The interaction of data and analysis happened continuously by thinking theoretically to ensure that ideas emerging from earlier data were reconfirmed in subsequent data collected.

3.10.3 Precautions specific to narrative research (impacting also on the dissertation writing)

As this research uses a particular inquiry method which is relatively new in the social sciences, it has some particularities which need to be addressed in connection with validity and reliability. In particular, readers of the research report or dissertation should be in a position to follow through the arguments presented so as to make their own judgement about the validity of the claims being made (Polkinghorne, 2007). Therefore, developing arguments while anticipating readers' questions is central in narrative research.

Polkinghorne further argues that using the traditional report format, namely Introduction, Method, Results and Discussion, limits the strength of the arguments that narrative researchers can produce. However, as this thesis is part of a PhD to be earned at a Business School, the tradition of the school has been followed as far as possible. Hence, the traditional report format is used, for better understanding and acceptance while the first person voice was used when needed, but care has been taken that the arguments presented are clear for the reader to follow through. The arguments need to be presented in such a manner that the evidence and its interpretation convince the reader about the claims being made. It is not simply a description or summary of the research performance. Persuasive arguments guide the readers through a progression of evidence (quotations from the collected stories) and explanations of why other interpretations (which may have been tried during the research process) are not as adequate as the interpretations in the claims presented in the report (Polkinghorne, 2007).

Thought processes that informed the interpretations are also presented, if applicable assisted by ATLAS Ti (Annex 8). The validity of the collected evidence as well as that of the interpretation reached is argued throughout this thesis. Narrative research by its very nature is about the clarification of what the story is intended to represent. It is not about determining if events actually happened but about the meaning experienced by people irrespective of whether the events are accurately described or not. That is, it is about whether the assembled texts reflect the authors' experience and are the outcome of the researcher-storyteller interaction, representing co-creation. Hence, for the reader to make an informed judgement about the claims in the thesis, the nature of the evidence collected is made clear to the reader by providing an audit trail wherever possible.

The validity threats in narrative research are due to the fact that the language descriptions given by the storyteller of their experienced meaning is not a mirror reflection of this meaning. Trustworthiness is about how the evidence in the assembled texts is understood to express the actual meaning experienced by the participants. This divergence between a person's actual experienced meaning and the story told have four sources of threats which this research had to address (Polkinghorne, 2007). Table 3.5 below shows the threats and how each one was addressed.

Table 3.5 How validity threats were addressed

Validity threats	Action/ technique
Language can be limited in its ability to capture complexity and depth because experienced meaning is layered and complex.	As far as possible, the participants were encouraged to use figurative expressions to help them clarify the intricacy of their experiences (e.g. Participant 1 said "I could sense a like there's a wall".)
Experienced meaning is not a surface phenomenon accessed through reflection and is always greater than what can be said about it.	By allowing time for the participants to explore reflectively their felt meanings, using focused listening and being exploratory in the interviewing strategy. As far as possible the participant was not interrupted during the conversations.
People can resist exploring their feelings and understandings and revealing them to others.	Although this is difficult to address, it was resolved by choosing participants who already had an acquaintance with the researcher or with other participants in this research.
Texts are often a co-creation of the researcher and participant. As a result, the researcher should be careful that the texts created are not a reproduction of what he expected.	This threat was addressed by an open listening stance and carefully paying attention to any unexpected and unusual participant responses, to ensure that the participants' voices were heard and included.

Finally, a research journal was kept where observations, thoughts, ideas, frustrations and interim findings were recorded as a basis for decisions during the research process. This was also to help to identify biases and preconceived opinions (Krefting, 1991). In parallel, the memo function in ATLAS Ti was also very useful in capturing these thoughts and ideas

while doing the analysis. Annex 8 shows extracts of entries in the research journal and sample ATLAS memos which were kept throughout the research.

The above precautions were taken to ensure that the outcome of the research was trustworthy and will make a contribution to the field of leadership.

3.10.4 Trustworthiness in the writing of the dissertation

Goodness (Denzin and Lincoln, 2000; Arminio and Hultgren, 2002) is a means of locating trustworthiness and authenticity and though it has to be embedded as far as possible in the research process, it should also be visible in the research report (dissertation). The following criteria outlined by Arminio and Hultgren (2002) were used to guide the writing of the thesis:

(i) The epistemological and theoretical foundations were made clear in Chapters 1 and 2 as they inform the research and guide decisions.
(ii) The methodology is logical and has been justified in this chapter.
(iii) The data collection strategy was explicit and clear and presented thoroughly in sections 3.5 and 3.8 of this chapter.
(iv) The researcher reflected on his relationship with the participants and the phenomenon under study – this is referred to as representation of voice. This was achieved in this case by having the researcher interviewed and that transcript analysed as well. This is presented at the end of this chapter.
(v) The process of presenting new findings from the data through the appropriate methodology after interpretation was described in section 3.9 which presents the analysis steps.
(vi) Recommendations for professional practice were made in Chapter 7, which shows the relevance and value of the research.

3.11 Ethical considerations

The guidelines for Human Research Ethics from Wits University were complied with. Participants were clearly briefed about the purpose of the research, the procedures to be adopted and the requirements from their side in terms of time and resources. They were given a Participation Information Sheet (Annex 5) which served as an introduction and invitation to the research and described their involvement. This sheet contained all information about how

confidentiality would be maintained or self-disclosure would be approached. Additionally, they were asked to sign a Participation Consent Form (Annex 6). All data collected were kept confidential. Participants were also given the freedom not to answer any question if they so wished, and had the right to withdraw as participant at any time during the research process.

3.12 The role of the researcher and self-reflexivity

There are axiological implications when a qualitative approach is adopted because of the closeness of the researcher with the participants (subjects) of the research. The impact of values then becomes important in constructivism-interpretivism-constructionism research as the values and lived experience of the researcher cannot be divorced from the research process (Ponterotto, 2005). In such a study the researcher has to admit the value-laden nature of the research, and his/her values and biases have to be reported as well as the value-laden information obtained from the field (Creswell, 1998). This is called reflexivity and is about the direct acknowledgement by the researcher that he/she is an active participant in the research process and can influence significantly how the research develops over time and how the participants are engaged. By being explicit about such influences, the researcher enables the findings to be the voice of the participants rather than his or her own (Curtin and Fossey, 2007; Lyle, 2009).

Moreover, in narrative inquiry, the axiological implications are amplified because of the nature of the process where stories are co-constructed by the researcher and the participants in the research (Lyle, 2009). In this research, this reflexivity was accomplished by keeping notes in a research journal and the Memo function in ATLAS Ti about thoughts and ideas. In addition, the researcher was also interviewed and the interview was transcribed. However, it was not analysed in the same manner but was used to juxtapose findings of the research with views of the researcher so that the reader can assess the value of the findings (reflexivity). Furthermore, in order to reduce any potential bias, the analysis of the researcher's transcript was done last.

3.12.1 Locating myself in the research – My story

In only this section of this chapter the reader will notice a change of writing style. I am using the first person because what is written in this section is about me. It is my story in the

context of this research. In other words I am in the middle of the research and automatically become part of it through my voice. This change of style is for only this section.

I will locate myself as an educator/trainer and researcher and will describe how I got interested in this topic and how my story has influenced the co-construction of the stories and outcomes of this research.

I would also like to state that I had myself interviewed by a colleague at work before I started interviewing participants for this research. However I did not analyse and write this chapter until towards the end, after the analysis had been done and the thesis was about to be finalised. This was done in order to guarantee reflexivity. It is hoped that through this process the reader will understand and hear my voice in this thesis.

3.12.2 Family tradition of education

My father was a teacher and retired as a principal from a private school. So, since early childhood my four brothers, two sisters and I were infused with the value of education. I am the only one who had a career in education and have remained in it to date. One of my brothers did embrace the job of a teacher but after some 15 years he decided to shift his career to that of an engineer. But education seems to be a sort of family tradition. As I am writing this thesis, my son, who is finishing secondary school this year, also wants to embrace the career of education as a physics teacher/lecturer.

So it seems natural that my quest for knowledge became stronger and stronger as my career progressed.

3.12.3 Why the topic of leadership and courage?

Very early in my career, I moved from a position of lecturer in Computer Science at the University of Mauritius to a post in general management of a newly created government institution. It was in that capacity that I started to understand management, people, leadership etc. And I started to develop a passion about people and understanding their behaviour, especially when critical events happen, whether good or bad.

However, in 2001, I had to leave my employment and I started my own business which was of course in the field of education and training. In that capacity I started to get more engaged

in terms of leading my own enterprise towards growth and success, i.e. business leadership. Additionally, I started to engage in the delivery of training programmes in leadership for corporates in Mauritius.

Then in 2004, I was approached by the British Council to form part of a team of African facilitators to develop and deliver a leadership programme for Africa with support from British facilitators. This programme was supported until 2009 and participants for this training were business leaders, young professionals, NGO leaders, active citizens, etc. I was doing this while still doing corporate training in Mauritius.

So in all I might have impacted the lives of around 1000+ persons. And throughout these many years of experience, one thing which struck me was that a considerable number of those whom I trained were actually underperforming as leaders. Some of these persons were quite high ranking professionals in government or in business and when confronted with choices, they mostly chose the easy path. Why did they not have the courage to take the tough decision, to stand up against injustice, to say No, to voice their opinions when needed and not only in corridors, etc. Was there something wrong with my training? Was I missing something important? What was going on? It seemed that there was a missing link which I was not able to grasp.

Over the years of reflection, I came to the conclusion that these leaders may have been trained and most probably over time as well may have developed their leadership skills but that was not enough for them to be effective. And I felt that the missing component was courage. This reflection triggered my thinking that there may be a link between courage and leadership. And through my reading I realised that there was not a great deal of research made in that direction and I decided to research this aspect through a PhD study. It was that passion to understand what was happening that has sustained my energy to complete this PhD over the 4-5 years needed.

3.12.4 My own journey as a leader

One of my early thinking prior to really engaging in reflection about courage and leadership was my admiration for young persons in Mauritius who engaged in politics very early in their lives, some in their early twenties. For me that required courage: to pull one's neck [stick one's neck out] and stand as a political candidate with the risk of losing, with the risk of

negative consequences after investing time and money and so on. Such people were young and not really rich but still made this choice; this to me was a sign of courage.

3.12.4.1 My missed opportunity to join politics

It happened in the late 1980s when I was working at the University of Mauritius. I was very young at that time, around 25/26. There was a government crisis and a leading political party was looking for potential candidates. For some reason, someone mentioned my name to the leader of that political party and I was asked by somebody at the University who was already in politics to meet that political leader. I was told that I would be picked up at a certain time to go to that meeting. When the time came, I simply avoided being around to be picked up. I ran away from that, maybe opportunity, because I was focusing more on my professional career. One may say that I had the courage to say "No". I do not know.

3.12.4.2 Being elected as representative of private training institutions on the Board of the Mauritius Qualifications Authority (MQA)

This event happened in 2003/2004. Government wanted to put some order into the training industry in Mauritius by creating a new regulator, the Mauritius Qualifications Authority (MQA). And the MQA Act stipulated that there should be a representative of the private training institutions on the board. At that time there were a Singaporean who came quite often to Mauritius to do training and he was quite well known to politicians in power. He did everything he could to be nominated on that Board. So, there was a move to appoint him as the representative of the private training institutions on the MQA Board. And many were not happy about it, as this person was more focused on his own self-interests and would not be working for our interests. But none were voicing their thoughts. So, I decided to pull my neck. At a meeting of all training centres with the then Minister and Ministry representatives, when a move was made to suggest his name, I managed to influence some persons there and we objected and stated that there may be other persons also interested. So Government finally decided to have an election process supervised by the electoral commissioner office. I stood as a candidate together with ten others and did some canvassing and won the election and was nominated onto the MQA Board. So for me, one needs to have the courage to do that because many people choose to remain observers rather than step forward. But I thought that I was not fighting for my own interests as I could not envisage an outsider coming and representing

my colleagues' and my interests with the government authority. It should be one of ours and nobody is pulling their neck. So I decided to pull my neck.

But I also got some negative vibrations at that time. I was thinking that as this guy was well connected politically and I was challenging people's strategy, I might be perceived as not being supportive of government wishes and that I could be blacklisted and victimised, etc. Indeed for me it was a situation where I had a choice to pull my neck or not. I did not ask for the situation but it just came and I made the choice. The good thing is that once I was elected, I immediately contacted private training institutions to create an Association of Registered Private Training Providers so that I could report to the members as a representative on that Board. The Association was created and still exists today. At least two other associations were created later but both died after a few years of existence.

3.12.4.3 Not working in the civil service against the family culture

This experience is about my personal professional life in the way I chose it to some extent. But the reader has to understand the context of my family. As I said earlier, my father worked as a teacher in a private school. When he retired, at that time he was not entitled to any pension. And my mother was a housewife and not earning anything. My father knew he would not be getting any pension and he was always encouraging his children to join the government civil service. At that time only people working in the civil service or in a few large companies were getting pensions on retirement. So my four brothers and one sister worked in the civil service or in parastatal bodies where pensions were guaranteed. It is to be noted that none of my brothers and sisters had tertiary education. They just started working after secondary schooling. However, for me, after secondary schooling I obtained a scholarship for university studies and it was only after four years that I returned to Mauritius and was looking for a job. Obviously because of the family culture I was looking for a job in the public sector and I did obtain a post of lecturer at the University of Mauritius to the happiness of the family. By then my father was no longer alive. He passed away a year before I returned to the country.

However about five years later, in 1990, I was spotted by a high ranking government official who was involved in setting up a government agency in Information Technology training. I was nominated on the Board of Directors. And then after some months the company was

looking for a General Manager. I resigned as Director on the Board, applied for that post and obtained it. When I announced my decision to leave the University for this newly created state-owned company, my brothers and sisters were not happy about it as they say you never know, it is new and can close down and that at the University I had prestige and status, etc. But for me the status of General Manager was also OK. Additionally, it was also a challenge as I needed to start the company from scratch. So I decided to take the challenge against my brothers' and sisters' wishes.

Then ten years later I was again confronted with a choice while still at that company as General Manager. For political reasons and continued harrassment I had to leave and I sued my employer. Again my brothers and sisters as well as other family members were not happy about my stand and were telling me to stay and not to leave as you do not know outside if your business will work etc. etc. So I was confronted with a big choice because in that job as General Manager I was getting a very good package including a BMW company car, entertainment allowance and other fringe benefits. But still I left against the wishes of my family members to start afresh. I think that this was courageous. It was an inner courage for me to say OK, I have had enough of political interventions and so on which I am not happy with. I said enough is enough. I cannot stay in this place with all these political interferences.

3.13 Conclusion

In this chapter, the choice of a qualitative approach to this study has been justified. More specifically, the merits of choosing narrative inquiry and analysis have been argued. The choice of the post-modernism paradigm was discussed and made together with its natural alignment with the use of stories as the conceptual lens. More specifically a seven steps approach has been decided in order to conduct this study in a systematic manner.

3.14 Summary

In summary, the conceptual framework adopted is encapsulated by a post-modernism paradigm whereby the phenomenon of leadership, as captured by critical decision-making moments of leaders, is analysed through stories told by these leaders. The units of analysis are stories and these are observed through the lens of narrative constructionism (to gauge the social action or the sociocultural aspects). It was anticipated that this would generate the drivers of courage.

The research approach and the narrative analysis methodology adopted were described. This included the three dimensional approach of Clandinin and Connelly (2000) of first extracting the stories and then analysing them further using a seven step approach with the assistance of ATLAS Ti QDS software.

Strategies used to ascertain the trustworthiness of this research have also been presented and discussed, as well as how the study was made more rigorous throughout the research process including the writing stage.

The data collection method of interviews was discussed and the purposeful selection of participants coupled with snowball selection was justified. The unstructured interview protocol was also established upfront, taking into considerations ethical aspects.

And finally, to achieve reflexivity, the life-story of the researcher as an educator, trainer, researcher and a leader was presented in a first person style of writing so as to ensure that the reader can hear the voice of the researcher in this thesis. It is useful for the reader to take cognisance of that as in narrative analysis and constructionism the researcher is to some extent an active participant in the research in co-constructing stories.

Chapter 4 Extracting Stories and In-Story Analysis

This chapter presents the participants and their stories, as well as the findings of the first-cycle coding. Each participant is introduced using information from the Background Information Questionnaire (Annex 7) as well as the transcripts. Then the researcher's narrative drawn from the raw stories is presented for each story. As far as possible the language, words and phrases of the participants have been used in the researcher's narrative so as not to lose the participants' voices, but some sections have been summarised or rephrased for clarity. Verbatim quotes are clearly indicated.

The chapter also presents highlights of the in-story analysis, i.e. the first cycle coding. Codes have been added to the verbatim quotes to give the reader a feel of how the stories were coded. This also acts as an audit trail of the analysis. However, it is to be noted that during the first-cycle analysis, the raw stories were actually used; and the full list of quotations and codes generated is in Annex 11.

At the end of each participant's section, there is a brief discussion of the in-story analysis for that participant so that the reader can understand how gradually codes appear to be repeated, indicating saturation and the formation of higher order concepts and themes. Furthermore, as the stories were re-read several times, a broad context for each story emerged. These are noted, and summarised in a table towards the end of the chapter.

During this first-cycle coding, some general themes also started to emerge and these are briefly discussed at the end of the chapter.

4.1 Participant 1

The participant is male in his mid-40s, married, and CEO of an insurance company which is part of a big conglomerate in Mauritius. He has held various leadership positions in his social life, including President of the LSE Mauritius Society and President of a Rotary Club. Two stories were extracted from the transcript.

4.1.1 Story 1 – The challenge of changing an operational model

This story describes how the participant was involved in a drastic organisational change which received lots of resistance but the leaders in the company persevered and moved in the

direction chosen, convinced that it was the right thing to do. This despite the fact that the previous business model was working and it was tempting to leave it as it was. The participant defines courage as "facing resistance". *"... any change will lead to resistance of the monopoly and I would say that it is the goal of the leaders to be able to articulate the direction and to defend the idea, and to make sure that it is properly implemented despite all the resistance."* **[Overcoming resistance to change]**

He also sees courage as *"the ability to put into question things that may be working and [are] successful. Several years ago at XX where I have been working, the leaders decided several years ago that we needed to change and change pretty dramatically, despite the fact that things were working quite well actually. The model of operating in the Domestic Appliances department was changed drastically."* **[Courage to question something]**

The participant concluded by saying that with hindsight it made a lot of sense; the main change was to change the operating model into an outsourcing model.

4.1.2 Story 2 – Leaving a long-standing place of work

In this story, the participant described in detail how he felt when he had to take the difficult decision of leaving a company where he had been working for 18 years. *"One of the cases where I thought I displayed courage was when I decided to leave [my company] after eighteen years. ... But I decided that I was getting experienced at [that company], but at that stage, I was giving more to the company than what the company was giving me. So I thought that it was time to move on."* **[Change in career]**

He experienced considerable resistance: *"I could sense a like there's a wall. You know I felt like having a lot of apprehension even before going in because I knew what the reaction was going to be. I knew they counted a lot on me after eighteen years."* **[Feeling of being in front of a wall]** His boss tried all sort of tactics to try to retain him, such as increasing his salary. But *"What they did and said did not influence me because fundamentally I thought it was the right time to leave and I wanted to live other experiences. I thought like I said before that I was giving more to the company than what the company was giving me."* **[Thinking and problem-solving skills]**

However, he had the support of his wife and family: *"So I think my family, especially my wife – when I told her about it and I told her why, I think she understood. And she was supportive."* **[Support from family]** People in his more distant community were more surprised with his decision to leave the company. Some people in his community wanted to understand his reasons of leaving. But some people in the same age group did understand him.

The participant was aware that he was taking a risk but knew his abilities though he was not sure about his market value. However, after leaving, the participant realised that actually this move of his helped to re-establish his market value. *"It kind of gave me a new freedom kind of thing you know… At that time, … in my previous job … the owners were very hands on and we had only so much lee-way that we could do."* **[A sense of freedom after the courageous act]** He had not thought about the consequences at that time: *"there was no kind of hope in terms of consequences of that decision because it was more like, I had enough and I wanted to move irrespective of what was going to happen"*. **[Consequences of the act were not at all thought about]**

There was no sense of regret later as the experience of eighteen years in the previous job was an asset to his next job. *"And also the other thing is that one needs to be hopeful about the future, because by doing it you might open other doors that you are not even aware of at this stage."* **[Being hopeful about the future]**

The lesson he got out of this decision was *"when you have made a decision, once you have rationalized it in your head or made it clear, you need to go and do it."* **[Thinking and problem-solving skills]**

4.1.3 Story 3 – Preparedness to be President of a Rotary Club

This is a short story showing how preparedness is such an important issue for leadership. *"But then at the time that I was approached, it was surely it was not a coincidence that I was reading someone who quoted that you know, leaders must be prepared, so that when they are asked to lead they can take it up and just lead. So by coincidence I was reading that … and I thought,… 'yes probably I'm not ready, but let's do it, let's take it up.'"* **[Prior Preparation]**

He also said that he got support from his wife to assume such a responsibility: *"Furthermore, the way the club's structure is designed – our wives get really involved in the activities of the club, … So I had to consult her. And she said surely you know, you might as well do it and then not wait, … and she will be supportive."* **[Support from family]**

He accepted and with good planning he managed to have a good experience of which he is proud.

4.1.4 Story 4 – Wishing he had had the courage to leave his job earlier

This story is about his lack of courage to leave his previous job earlier. There had been an opportunity in 1996 when there were conflicts amongst shareholders of the company and he was caught in the middle at board meetings with shareholders. *"But I think that if I had somebody as a mentor, … in strict confidence yes, yes it could have helped me to take that decision."* **[A mentor might help in taking courageous decisions]**

He even went on to say that he lacked the courage leave: *"I should have had the courage to leave [my company] earlier … When clearly you see there was conflicts. … But this kind of act couldn't influence me to leave later, because it was well after. The fight was kind of settled because they reached an agreement and the company is going to be split. That arose in 2004 and I stayed until 2010."* **[Prior experience of lack of courage]**

4.1.5 Summary of first cycle coding – In-story analysis

What can be deduced from the first cycle coding is that change appears to be the catalyst for the courageous actions in Stories 1 and 2: organisational changes and a change of career, while for Story 3 it is a context of response and for Story 4 it is a context of identity tensions. A further commonality that seems to exist is the presence of support during the courageous actions. Problem-solving skills also appear to be something important during courageous actions.

4.2 Participant 2

Participant 2 is one of the youngest of a family of 10+ members and is in his early 50s. He is of Chinese origin and holds an undergraduate qualification. He is Managing Director of an

SBU in a big conglomerate in Mauritius. He has worked in this group for many years. Two stories were found in the transcript.

4.2.1 Story 1 – The challenge of decisions around operations in Madagascar

In this story the participant relates how he took a courageous stand in connection with a company decision to delocalise from Madagascar: *"One of the previous … issue affecting my group is Madagascar's political instability. It was in 2002 … Our Group were present there in distribution and we were about to pull out .... In fact, everybody including the Mauritian textile companies were pulling out from Madagascar."* **[Political instability]**

He had to do some thinking about the pros and cons: *"I say, … 'If we pull out now, because of an issue which we know would be resolved, but we don't know when … then we can say, okay we close. But let's say in eighteen months when things are stabilized, …. What will then be our costs of entry?' Finally we had a vote … It was a bit 50/50, and then the Chairman or the CEO at that time I don't remember said 'no problem, if you decide to stay, that's your problem, right?' … I said a 'yes, let's take it and let's do it'. From that day Madagascar became under my responsibility."* **[Thinking and problem-solving skills]**

The participant explained that he did not have to accept this responsibility: *"because the current guy who needs to handle it is pulling out, I had a choice to say, okay just close it as it's not my problem. But I had to say no to this choice because I can't take the 'good' decision for a group to pull out. …. It is now my problem."* **[Internal values]**

He did what he did despite risks and what he means is that a leader should be prepared to take challenges and he was prepared as he had this self-awareness. He also conveyed that during a decision moment: *"I don't have any kind of emotion. … It is that you must not have any sentiment, right, even if you have a sentiment/feeling inside...you have to feel human, you have to be emotional, you should not be stuck with emotions … And you must never show your emotion and your sentiment."* **[Control one's emotion to act courageously]**

In connection with the decision for him to handle Madagascar operations, the participant highlighted how he motivated his team: *"I said 'guys, we have to make it work, whatever decision we take, whatever we've got to do, we have to make it work' and incidentally or coincidently after two months we became profitable."* **[Being hopeful about the future]**

The participant noted the importance of perseverance. In connection with a tender, he said: *"you need to persevere until we reach our goal – If we cannot move anymore because the contract has been awarded, so be it. We have gone and we lost. I think one thing also is very important: a leader should be optimist."* **[Being focused and with perseverance]**

The participant highlighted how he came up with creative business solutions: *"For example, we used to sell a product, you know at this price. We could not survive because the Malagasy people are getting poor, ... So what we did was to introduce similar products from different brands overseas at a lower price."* **[Capacity to be creative and innovative]**

He experienced satisfaction: *"it is a feeling of self-satisfaction ... Not to be proud to just boast myself: to say that, well you cannot do that, but you know I can transform the SBU. Rather for me the feeling was self-satisfaction, like a good job done."* **[A sense of satisfaction]**

The participant also believed that taking courageous decisions depends on a person's good self and his/her internal values and self-commitment.

4.2.2 Story 2 – Turning around a department

In this story the participant shares a situation where he was asked to take responsibility of a new unit: *"It was in 2010 when the Board wanted me to take responsibility for [the SBU]. But there was a concern that if I take responsibility, a lot of our staff will just leave…"* **[Taking on a new responsibility]**

Indeed, when he did take on the new responsibility, he found himself in a situation where the full-time MD left to do something else in the group while as a part-time MD, he indeed found himself with senior team members leaving. He then felt bad when he had to re-organise that department and turn it around: *"It was a very delicate situation and this is what can be said of being courageous I think. ... Of course you know, when I did a few of these changes, in fact reorganising the company totally… it feels bad for the previous MD [shareholder] of course but I cannot do otherwise."* **[Organisational Politics]**

While he was doing this: *"because I was doing a cleanup after someone else who is a shareholder of the company. In a way, he is the owner of the company. I think this one can you can say courage was in action…"* **[Focus on institution despite pressures]**

In his reflections at the end of the story-telling, said that leaders need courage when they stand against all the odds.

4.2.3 Summary of first cycle coding – In-story analysis

New reasons emerging here for the courageous action appear to be political instability in Story 1 and a change in job responsibility in Story 2. Risk appears as an important dimension during the courageous actions. Support, internal values and taking into consideration the interests of the larger community are starting to become recurrent dimensions. The themes in Story 1 indicate a context of identity tensions in that the participant had to face indirectly the shareholders of the company. And in Story 2, the context is change again as it is about "re normalising" a department.

4.3 Participant 3

Participant 3 is the CEO of a Business Outsourcing Multinational Organisation in Mauritius. He is in his mid-forties and was a high achiever at secondary school and therefore very bright. Two stories have been extracted from the interview transcript.

4.3.1 Story 1 – The whistle-blower that lost his job

In this story, the participant relates a story about a whistle-blower who came to know about a fraud in the company he was working. The friend's *"boss actually told his father that he you should not say anything about this, because if you do then the company's value is going to be greatly affected"*. **[Fraud & whistle-blower]**

In the end, the friend decided to disclose and did lose his job. The participant reflected that if this had happened to him and he had not disclosed the information he would not have felt *"at peace with myself"*. **[Being true to oneself]** *"So for me if convictions come from inside of a person, and if that person tries to go against his or her conviction, he/she is not going to be a peaceful person within himself/herself and will always going to be frustrated and will always going to feel diminished"* **[Self-conviction]**

"But today the whole social system has changed so much that … society today rewards, not people who are courageous and people of integrity. But the society rewards people who are popular, people who are glamorous." **[Today society recognises glamour instead of courage]**

4.3.2 Story 2 – Opposing the introduction of summer time in Mauritius

In this story, the participant relates how he challenged government about a plan to introduce summer time. *"I think it was in 2009. At that time I was the President of the Outsourcing Association. The BPO industry in Mauritius actually works the same hours as US and in the UK where most of our markets are actually, i.e. on the West Hemisphere. …So in actual fact implementing summer time in Mauritius will mean that when the US and the UK goes into summer time, we will have to make like two hours of adjustment."* **[Challenging a higher authority's decision]**

The participant was convinced that the government was doing the wrong thing: *"The government did not have any consultative approach; they just decided that this is what they are going to do…. I mean if they had called me I would have shared with them my views about this."* **[Poor change management]**

So he shared his opinion publicly *"and then a lot of people took interest in what I was saying. So I was invited in the radio and more press to talk about this. So that gains some momentum."* **[Support from stakeholders in terms of interest from outside community]** *"I said that I don't think this is neither right for the industry nor for Mauritius, because even the gain that the government felt that they would achieved was going to be very, very small and disrupting an industry, and potentially damaging the future of the industry."* **[Sense of ownership]**

In his action he even found the meaning that he was taking care of people he cares for, namely his employees.

But he suffered from his stance. *"So I was kind of branded with this summer time argument. But I believed it was the right thing to do."* **[Being branded by outside stakeholders]** People were mocking him: *"[one person] was almost like mocking me, like, 'guy, you are wasting your time. Why are you saying all of this? I mean the decision has been made, we*

know that we are going to benefit, so you just need to accept it,' all this with a very funny tone… And most of the people around him were agreeing with him." **[Identity of power clashing]**

However, he did get support from his family, in particular his wife. *"They and even my wife also have very strong beliefs about what is justice. ... maybe something has happened which is not right against an individual, she will react."* **[Support from family]** Despite this, the support from his family was ambivalent. *"Furthermore, my family were not telling me to be careful and not to do that, or to calm down your words or whatever. But I think they were probably surprised with how I was going about this. They thought that probably I was having and I had very strong views about this and they would just kind of wait and see what's going to happen."* **[Support from family not explicit and more to understand]**

He realised his stand was quite risky: *"At some point I was thinking about what people will think of me. ... government obviously does not like me. And at that moment if tomorrow I need something even for my own company, for example that we need some support for them to intervene, how would they react to this? So I was worrying about these risks. ... But to me this is part of life and I mean you have to move on."* **[Risk was high]** But *"I went too far to come back"*. **[A point of no return]**

Today, when he looks at this incident, *"I think that if what you believe is in the interest of people, then you should not be afraid of anything. In that incident, my stand was also to the benefit of the country, not only for the present but for the future. ... because our market is so restricted here, and if we implemented this measure, this could jeopardize the future of this country."* **[Interests of the larger community]**

He also expresses that at times he feels odd: *"Because of the way I am and the way I like to operate, I feel sometimes uncomfortable in dealing with the different stakeholders in Mauritius, …because I feel that I'm the odd one out. And because of this sometimes, I tend to stay away from what is going on there."* **[Internal discomfort]** But he has to be a role model: *"I mean that at the end of the day you have to do what you believe is right. Because if I don't do this, what will my children feel about me – I think I have to be a role model. I have to be an example for my children."* **[Being a role model]**

He assesses his behaviour when on another occasion he stepped down as President of an Association as follows: *"But overall, I think that my behaviour was halfway between a frame of lack of courage to fight the team and transform the Association and the frame of having the courage to leave the Association."***[Paradox of lacking courage to stay and having courage to leave]**

He has aspirations: *"I want to identify and associate with some leaders that can come together and say, guys how do we actually bring some change in this country? Yes, this is what I want to do."* **[Identity alignment with others]**

But he still feels sidelined. He says that today when he goes to conferences *"[people] look at me or say 'they are a little scared about me', or 'what is in his mind? Why is he the kind of taking a distance? Does he have a strategy or something?' But that is the price to pay because you cannot be the man who pleases all the time."* **[Being aware of price to pay]**

4.3.3 Summary of first cycle coding – In-story analysis

The context of identity clash surfaced for the first time with this participant, together with identity alignment of the actor with peers. It is a sort of barrier which the actor has to overcome. In Story 1 the main context was Identity Tensions while in Story 2 it was a combination of Identity Tensions and Change. Again the interests of the larger community seem to become a recurrent factor during the courageous action. And for this participant as well, the importance of support during the courageous actions was highlighted.

4.4 Participant 4

Participant 4 is the CEO of an association of companies working in the offshore financial services sector. He has had senior management responsibilities in various parastatal bodies and was CEO of two or three such institutions. Towards the end of his career he was also working in an international organisation servicing Commonwealth countries. Nine stories were extracted from his interview.

4.4.1 Story 1 – May 1975 student march

This story is about the students' strike which took place in 1975 in Mauritius. The participant was part of the group who was involved in a long march defying the authorities. *"It was a*

time when there was repression, there was a time when there was 'State Security Guards.' They were everywhere, even in the University you know. You were not allowed to have public meetings." **[State of emergency regime]**

So, using the immunity of the University, *"we organised forums and we got B. ... So it was to create a kind of 'intellectual', to make the University of Mauritius part of the 'intellectual' processing instead of just being an extension of Secondary School."* **[Using immunity facility on University campus]** He explained that *"We were young and we grew up just before Independence, ... we were trying to develop a 'Mauritian Identity' ... and in fact that the education system was not very conducive towards making delivering a true Mauritian."* **[Seeking a Mauritian identity]**

Although the riot was triggered by something trivial at a secondary school, *"the University of Mauritius in a way took the lead among the different students organisation, re-grouped them and get them together to do the May 20, the big marching."* **[Collective decision/action involves peer support]** Then *"all these kids who went on the bridge you know, and who were confronted by the police, knowing that the police would be there but still they went there"* **[Not thinking about the consequences]** *"There were many 'leaders' you know ... there were different people who were trying to do different things. People were working with different groups."* **[Emergence of leaders]**

4.4.2 Story 2 – The pride of speaking Creole

This experience happened when the participant was in his mid-20s and working as a teacher at a Catholic secondary school. He used to speak Creole to a small degree in the school. *"I spoke Creole with my friends, not in the class…- in the staffroom, and also with some students who knew me…. So they would speak Creole to me and that did not please a lot of people, and they even had a meeting to say that they heard that people were saying that some teachers were talking a 'vulgar language'."* **[Identity clashes]**

When he was called to a meeting he said: *"'Sorry, what do you mean by vulgar language? You mean that when I'm speaking Creole I am speaking vulgar?' I said, 'sorry you know, I didn't know that for 25 years I've been vulgar with my parents, well then my parents were not vulgar, we've only spoken Creole.'"* **[Defending position with sound arguments]**

The management were not easily persuaded. But for them to disagree with it *"they [would have] had to show that they were racist. They could not you know, so they had to go along with it you know. And I think it was settled – I even had the kids for Independence did a play in Creole."* **[Agreement reached & good ending]**

The participant reflected on the situation at that time: *"it's our idealistic young thing continuing from May 1975 ... who we thought that Creole language was important, that was in those days – we are talking about before 1982, 1978, 1979 and 1980 and 1981. ... In those days people used to speak French, ... And you felt that a lot of people of poor background, Indian origin etc... who were not used to speak French felt small when they went to the banks. So it was to try and get the pride back to people through language."* **[Interests of the larger community]**

4.4.3 Story 3 – Challenging Lord Robbins at the London School of Economics

This story happened at the London School of Economics with Lord Robbins. There was a big sit-in because *"the fees had gone up. I was a poor student ... Well we couldn't pay. I would have been out of University you know. So we organised a 'fees' campaign, and we occupied the office of the Vice Chancellor – the Director."* **[Increase of tuition fees]**

And that day the participant challenged Lord Robbins, who was the Director. And Lord Robbins "went wild". At this incident a friend of the participant who was also there did not say anything and nobody pulled him out. The participant said it was not rash because he did not do it for fun or without thinking. But he was sure that his father might have been worried and told him he was too stubborn, and things like that.

4.4.4 Story 4 – His affiliation with the Trotters Club and the risk of not getting a job

This story is about his affiliation with the Trotters Club many years ago, the members of which were the new post-independence generation of young people. In that club they were participating in sports leagues, and at one point: *"we got out of the big league – well we boycotted the DODO Club, because we felt that you couldn't have clubs based on only 'ethnic' origin. ... And we said that if we are against communalism – then if we are willing to play in a league where there are these people, then it's not good."* **[Against communalism]**

But the participant was of the opinion that they should not leave the league without having created another structure, because the league would just continue without them and Trotters would suffer. So they stayed and played in the league but it was not an easy decision, as many people were not convinced. Unfortunately they made a mistake as they didn't think about that new structure.

His club also organised in Port Louis a series of what were called forums, on topics such as: *"'Communalism et Mauricianism', 'Communalism et Religion', which Club Trotters were organising.… [We] got the people from the different political parties to come like B, … The first time somebody told me about Gita and Vedas in Creole and French. And of course we had to do press conferences to tell people about it and so on."* **[Association new way to address communalism]**

Then one day, one of his close neighbours said to him: *"'I've seen your photograph in the press… but you know, you might not get a job in government,' and I remember at the time I had applied for a job in Ministry of Economic Planning, and he told me 'you know, you have to shave off your moustache you know, or else you know B won't take you.'"* **[Being discouraged about following his belief]**

He replied okay, no problem, but he *"didn't do it. And I remember also when I went to the interview and got through the interview and got the job."* **[Focus on the institution despite pressures]**

So in all this journey with Trotters Club *"There was always the risk that you get 'labelled' – you get labelled you know, lefty and MMM and you don't get a job you know. So the risk was that you don't get the job or you will be victimised and stuff like that."* **[Risk was high]** But *"I didn't really care you know, the fact if you believe in what you do, that is enough to address these risks."* **[A sense of sacrifice]**

On taking the job, the participant was then told that if he had friends in the opposition or in the press, to keep away from them. He had friends in both and he could not be bothered to keep away.

4.4.5 Story 5 – Early days of harassment at the Ministry

In this story the participant tells of an incident where he had to take a courageous stand vis-à-vis continuous harassment from his boss. The participant's immediate boss, Mr I, was a person who believed that: *"everybody who was of Indian origin and had studied in India was a fool."* **[Identity differences]**

The boss made his life very tough and difficult. Every day he was harassing him. At one point the participant had to contribute to a joint endeavour, and he had done his bit and handed it to the person he was working with: *"I had returned my share of the plan… and then he came to me one day and said 'look here, where's your paper?' I said, 'I've given it.' He said, 'look here, do I have to come with a stick behind you to make you work?'"* He controlled himself, and then *"I swore at him. I told him you know [vernacular]. He was so stunned. I gave him a shock you know, he kind of stood there, looked at me and then he walked out."* **[Control one's emotion to act courageously]**

A colleague who had just joined the service witnessed the scene and said to him that he should not have done this. He replied: *"'you know there's a limit my friend, where you don't take any shit from anybody, you have to have people to respect you.'"* **[Gain respect when threshold limit of harassment exceeded]**

At this point the participant *"thought that he would report me and kick me out"* **[Personal stake]** so he called his previous employer, Sister A, who said that she was willing to take him back but that his post was already filled. However, Sister A offered to help by removing the person who had replaced him. But the participant replied: *"'No come on, you are going to kick him out just to take me,' and I said, 'no I'll stick here.'"* **[Being human]**

And the next day there was a meeting chaired by the boss, and he completely changed his attitude towards the participant.

4.4.6 Story 6 – Challenging the decision to work on Saturdays

This is another situation at the same place of work as in Story 5.

At one point the big boss had put the participant on a team project. There was the participant, Mrs T and others. *"Mrs T said they went to [the Big Boss] and said that she couldn't work on Saturdays for social reasons, so [the Big Boss] said, okay and then [he] came to me and said 'you know, well Mrs T can't, you know, she said on that, but we'll see if we can get somebody else to come.'"*

But at that time the participant was still a bachelor and on Saturdays he used to go camping. And the big boss was thinking that the participant could easily step in, but he said he was also busy on Saturdays: *"I never said I wouldn't work, I said I could do the work but I could do it without having to come on Saturdays. ... And I said, ... 'I've got social obligations, I can do the work, ... I can do it during the week, ... A lot of people waste their time talking, that's why they can't do the job.'"* **[Capacity to be creative and innovative]**

The big boss took it very badly and spoke to the participant's immediate supervisor. His supervisor said *"'You know, ... you should not expect any rewards.' ... I had been nominated for a scholarship at that time to go. I said… 'if he cancels it there's no problem.'"* **[Living with the consequences of risk-taking]**

Then there was a meeting where the big boss said that the participant didn't want to do that work, and *"I said, 'no, I didn't say I don't want to do the job.' [He] was all red, you know all the others were kind of shaking you know, because nobody stands up to [the Big Boss]. I then walked away."* **[Being focused and with perseverance]**

But the participant thinks that ultimately what saved him was that *"I had written a paper ... to review the tax system in Mauritius, ... and in that paper I'd ... had suggested also that we should go for a tax cut from 75%, but I said, go from a tax cut of 75% to 45% or 40%, you know gradually… And that was a good paper and .... when I gave [the Big Boss] the paper he said 'If every one of your colleagues wrote such a paper you know, the Ministry of Planning will be you know…' So finally again it's the work that I did."* **[Doing one's work ethically and with high standards]**

4.4.7 Story 7 – His experience with an unprofessional Director and useless leader

In this story the participant described a bad experience he had at a public institution engaged in technical and vocational education. On one occasion that director wanted him to say

"because I was the Program Manager, that there was a course in footwear and leather which was very good and [we] should do it." **[Boss wanted him to recommend a project which was not viable]** And the participant said no, because he did the calculations, and showed that it would not be cost-effective. The director wasn't happy about this, but the participant said: *"'Look here, if you want to get that thing through, you take your responsibility as a Director, you put it through. I'm not going to do it for you. If you've got the courage, do it.'"* **[Being focused and with perseverance]**

His boss didn't have the courage and he did not do it. After this *"he made my life totally unbearable. Now as I've told others before ... this was the worst experience of my life working in that environment with him."* **[Living with the consequences of risk-taking]** So the participant was afraid: *"I did my things independent you know, but I always stuck to the rules… so that he couldn't do anything against me."* **[Sticking to the law or rules]** *"The problem for him was that I had already by then gone through the University of Mauritius – I was a lecturer there, and I had already been a Fulbright scholar you know ... so I had a certain reputation, even some [persons] like MS and so on thought well of me you know, and had been in the Lonrho and so on you know, so he was afraid."* **[His track record helped him]**

In fact, he had been warned when he joined the organisation: *"Everyone told me, ... 'You are going to work with [so-and-so]?' I said, 'yes, what's wrong?'.... 'You know him just be careful,' he told me, 'put everything in the file' ... and that's what I did, and that saved me. Everything was written"* **[Close person telling him to be careful due to consequences]**

This incident is what pushed him to move on and apply for the post of Director of the institute supervising the manufacturing sector, despite his youth. *"Because I was young then… to be director it was quite difficult – I was just applying to get of out of [my present work]. ... Now you can't fight it if the board and the Director are together - because the board will be on the side of the Director. So the best thing for you is to get out you know, or else your life will be miserable."* **[A rationalised reflection]**

4.4.8 Story 8 – Applying for the post of Director at an institute supervising the manufacturing sector and its subsequent challenges

In this story, the participant describes the events that followed his application for the post of Director at the government institute supervising the manufacturing sector while he was working at the vocational training institute.

Twice a secretary at the vocational training institute came to him. Once she told him that he was first on the list of candidates and that he should do something about it. The participant got in touch with RP, the only guy he knew who could help him, and asked him to look into the matter. RP went to see KU, the Minister concerned, who confirmed that indeed the participant was first on the list, but that there were problems related to him and this was confirmed by a group in the ruling party.

In the meantime, there was a change in minister and JD took office. At his very first meeting with the board of that institute, chaired by GC, he wanted to know if a new director had been chosen and was informed that as per the Act of Parliament governing the institution, the Minister had to give his assent. JD agreed to take the matter to the Cabinet.

Meanwhile, GC called the participant on a Friday morning and explained to him about the job requirements. And then on the next day, Saturday, he got a call from a board member, MV this time, who told him that GC was embarrassed as there seemed to be a problem with his appointment. Again, he was asked to go and talk to someone. The participant called RP, but the latter said that only the following week would he be able to talk to the right person. That was too far away, and the participant realised that in politics one could not rely on friends. Anyway, he knew he was first on the list, so it would be difficult for the Minister JD to back-pedal.

He then got a call from the Permanent Secretary of Minister JD. JD wanted to meet him. At this, the participant phoned RP and told him not to act. RP then told him that the minister had been making enquiries about him prior to appointing him and that there were people who were saying that he was not competent. So in the meeting with the Minister, the participant said: *"I told JD… 'you were editor in chief of the Militant , maybe you don't remember,… but I gave that interview and this is what GA wrote. I don't belong to any party; I don't have a card for Labour or MMM or any other party you know. I've never been to any private*

meeting, never done any kind of these political stuff, … I would be the CEO of [this organisation] and I would boycott it? I must be very stupid to shoot myself in the leg" **[Being focussed and with perseverance]**

Finally, on the Saturday morning, JD called the participant and told him that he was being appointed as CEO and to come and see him.

The participant also had an uncle who was in a socio-cultural group. As the only person in the family with a senior position in the Government, the participant was aware that one day, this might interfere with his career. Nevertheless, he told his uncle to continue with his work irrespective of the participant's position.

Later he learned that, in fact, RP had not acted in his favour and he challenged him. *"RP [had] told them I was lazy. RP said 'I told them because you were lazy at University.' I said, 'have you seen me since I've left University?' … And then I learned afterwards others who were against [me] in cabinet, and it was said I was "Grand Nation" [High Caste], related to B, but what is worse is when I learnt who said it."* One at least had been with the participant at the University. *"I thought of him as a friend and when I got married it was only him and …, they were the only two politicians I invited to my wedding. I heard what he had said through [another acquaintance, who] said, 'oh you are not on good terms with ….' I said 'no, he's a good friend,' and then he said, 'oh, okay no problem,' … but I learned afterwards that they were against me."* **[Friends support was nil]**

Somehow, later he met B who confirmed that he had heard the same rumours. *"B said: 'I'd like to see that guy who said because you are related to me you shouldn't get it, you know I want to slap him.' … He added 'Don't worry I've already spoken with the Prime Minister and there's no issue.'"* **[Support from unexpected persons]**

When the participant had taken up his position, he received pressure from Ministers. *"[Minister] MD calls me and says, you know the wife of my bodyguard has applied. … he says, are you going to take him? I said, no. Why? he asked. I said, … I've got about 120 applicants and she doesn't meet the basic qualification. … then he says, okay then see what you can do. I say, okay I'll see what I can do. In fact, at that time I didn't know that he actually had spoken against me before. I went to JD and I said, look here, your ministers are calling me, is that normal? Am I going to take their call … and he says, okay, you know you*

just listen to them, don't do anything, I will deal with it. I think he dealt with it because then nobody called." **[Being ethical]**

Several years later when there was a merger of his organisation with another one, a member of the committee steering the merger was spreading false rumours. *"In fact, he went and told B in a meeting … that I was trying to do that merger quickly, because I was going to get a 'pactole' [a good package]. And the person who defended me there was JM. We had worked together as friends in [a school] and we were on good terms. … He told S 'Are you putting in doubt the integrity of N?' Then S said 'No I'm not going against' … With all the 'casteiste' thing that were going on, they wanted to get me out of chairman of that committee."* **[Support from a friend]**

Following the advice of that friend on the steering committee, the participant also wrote to Minister PB as another minister he knew had also done a dirty work.

This was a turning point for the participant. He was not afraid of anything and at the end of the day *"you have a principle, you stick to it and you stick to the truth and you can always defend yourself."* **[Principles]**

4.4.9 Story 9 – Challenging his chairman concerning a recruitment and its consequences at budget time

It happened when Mr LR had been appointed as Permanent Secretary of the Ministry of Industry. The latter believed that he could boss all the directors around, *"but he did not know me."*

One day when a recruitment was in process Mr LR wanted to employ a Tamil girl. The participant was against it, because he wanted a statistician and not an economist, which is what the girl was. Mr. LR fought but the participant said no. Initially only GC also challenged Mr LR, saying he agreed with the Director. Others were sitting on the fence. The participant made his case as to why the girl was not suitable. The other members started to understand and finally they agreed and Mr LR had to give in.

But Mr LR said next time he would like to have very transparent criteria. The participant did not agree with this comment, and challenged him to say what had not been transparent. He could not answer and from then on had a grudge against the participant.

And in fact on a later occasion when the participant was in Haiti during the budget vote in Mauritius, his deputy director called him at four o'clock in the morning. He said Mr LR was threatening to cut their budget. The participant told his deputy to tell Mr LR that he could cut everything except three million for rent and wages, he could cut everything else, no problem. When he came back he found that he had his full budget. That guy Mr LR was just being difficult.

4.4.10 Summary of First cycle coding – In-Story Analysis

This participant's interview was very thick and nine stories were extracted. The context of Identity Tensions was found in Stories 1, 2, 4, 5, 7 and 8. This may be due to the strong feeling of the participant's own identity. Stories 3, 6 and 9 were about Response to Challenges. Additionally, in this participant's stories there are codes such as not thinking about consequences, a sense of sacrifice, and living with the consequences of risk-taking, indicating that the actor is aware that there will be consequences and he is prepared to live with them. At the same time the quality of being focused and with perseverance is confirmed. But most importantly, all this is driven by strong beliefs, principles and values.

4.5 Participant 5

Participant 5 is a former senior executive from a university, now in his late sixties. After his retirement he worked on contract for an international organisation in Africa for a few years. He is now over 65 years old and is not working full time except on certain consultancy work. Three stories were obtained.

4.5.1 Story 1 – Student unrest

In this story the participant shares how a situation of unrest on the campus was dealt with by his seniors when he was part of the management of the University many years ago: *"It was a difficult situation as we had not experienced students' unrest for a long time."* **[Community Unrest]** *"If I am not mistaken the Government were forced to call the police in on the campus. The UoM didn't take the decision. I think it was the government who took the decision"* **[Unexpected External Pressure pushes courageous behaviour]**

Because the number 1 of the University management was weak, the President emerged as the leader: *"the 'B' we called him was relatively weak and that is why I think SL had to emerge*

as the 'leader' sto take the tough decision" **[Weak formal leader drives courageous leader emergence]**

He added that the latter did not face any resistance from the senior management team. *"He was not really facing any kind of counter suggestions or resistance during that meeting. We were all accepting what he was saying"* **[Formal authority helps courageous behaviour]** Actually, *"we expected him – we expected somebody to take that decision"* **[Followers were expecting and supporting the leader to take the tough decision]**

The President handled the situation in these words: *"'This is an institution which is independent and why should the police come and block our campus and if we can't handle it we will tell them'"* **[Independency of the institution]** *"The calmness and the 'courage' with which he dealt with the situation, I thought it was quite admirable"* **[Calmness]** *"Now that I think of it he must have had 'courage' to do that"* **[He had courage to do what he did]**

In reflecting on this story during the interview, the participant said: *"I can't remember all of the details, but now that you asked whether 'courage' can play a role, I think it can, because you have to be 'courageous.'"* **[He had courage to do what he did]**

4.5.2 Story 2 – The courageous female registrar

In this story, the participant describes a situation in his former place of work where a woman displayed courage when some persons came threatening violence because of some perceived malpractices in relation to ethnic issues. It is to be highlighted that Mauritius is a multi-racial peaceful country and such perception or reality issues related to identity clashes are very sensitive and the story has to be understood with that context.

What happened was that *"a Tamil lady lecturer, whose one of her students was a Muslim. I think the latter said something during the class which was insulting to the Tamil lady lecturer"* **[Ethnic differences]** The lecturer got very annoyed and very upset, and eventually the case *"was dealt with at the faculty level, and finally the Muslim student had to apologise because it was wrong what he said. But the lady lecturer was not satisfied as for her this is too serious"* **[Identity clashes]** So the matter had to be taken further.

And then *"it became communal literally and [it was said] that me being a person of Muslim faith I am not taking the right decision. We did a press report about it, and there were letters in the press as well that I am protecting him because the student is a Muslim – and I'm a Muslim and I'm protecting the boy."* **[Context of multi-racial society]**

This came to a head when *"A group of about five or six people from Voice of Hindu (a pressure group) came up, they were making a lot of noise and shouting"* outside his office **[Physical and Verbal Assault]** He learnt later that the female Registrar, who was a person of Hindu faith, came out and addressed these persons in the following way: *"But I agree with that stand. I'm not a Muslim, I'm a Hindu and whatever stand has been taken at the University is correct and they have a way of dealing with it at the University, and this is not the way, and no, this is barbarous way of doing it, coming up and wanting to see …"* **[Independency of the institution]**

While this was going on *"People around us were afraid of what was going to happen, these people could barge the door, they could do anything and – I don't think they would have done anything, they would have come and spoken very hard, loudly to me."* **[People around were afraid]**

Summing up, *"for me it is about conviction, she knew that what she was saying was right. Again believing in the institution."* **[Self-conviction] [Belief in the independency of the institution]**

4.5.3 Story 3 – The tough woman who wanted to avoid accountability

In this story, the participant describes a situation in an association where he was working in a very senior position and where he had to deal with a difficult situation and expressed some sort of courage. There was a woman working at the association and reporting to the management of the association though she was seconded from another organisation which was partly but significantly funding the association. At some point in time *"the time for renewal of the understanding/agreement came up and [they] wanted to change the terms of the agreement therefore insisting that the lady does not follow the rules and regulations and conditions of employment of [my organization] but that of [theirs]."* **[Organisational Changes]** *"That lady who was a Ghanian was a very difficult lady and this explains partly this difficult situation which emerged"* **[Difficult personality]**

When this request came, the participant had internal support: *"her immediate boss clearly said that this is not possible as how can I control her work if she is not answerable to me and she is answerable to [the other organization]"* **[Internal Support helped]** The participant *"looked at it essentially from my organization's point of view and this was unacceptable"* **[My Organization above all]**

The woman had some support for her request: *"She even managed to rally other staff around her and … and were saying that this does not make any difference as she will do the work as she has been doing…. They were coming and probably prompted by that lady to go and talk to me …And I could not agree"* **[Resistance Coalition from immediate internal environment]**

But *"It was a question of principle and 'it cannot be and it could not be'."* **[Principles]** There was also a high risk that "*Not accepting the change would have meant giving up that unit, … and the staff as well as a reduction of work because [that organization] was bringing … a lot of work. [My Organization] is not … rich … and it depends a lot on external funding and donors. So losing that and the side-effect of the lady saying everywhere 'I have been thrown out by [my organization]' have to be well managed."* **[Risk was high]**

The participant then spoke to his President, who said "*'we have to look at all the aspects and we cannot alienate [that organization] because they are giving quite some significant amount of money which [we] benefit from,' etc."* **[Support from above was not obvious]** Finally the Board took the decision: *"the Board agreed not to accept the new terms"* **[Higher level support finally obtained] [Sacrificing something]**

The participant reflected that *"It was a painful decision to remove that unit which has been there for many years. It went out. So it was not an easy decision."* **[Heavy consequences]** He also said that he did explain many years later to the woman concerned that his position was a question of principle.

4.5.4 Summary of First cycle coding – In-story analysis

Organisational changes and conflicts are again the reasons for the courageous actions reported by this participant. And Story 1's context is one of Identity Tensions and Response to a challenge. In Story 2, it was a context of Identity Tensions based on ethnic as well as

gender issues. And finally the context of Story 3 was Change due to the new terms of the contract being requested. The in-story analysis also revealed that the independency of an institution and acting on principle appear to be the cornerstone of the courageous actions described by this participant. These stories also highlight the presence of high risk during the courageous actions.

4.6 Participant 6

Participant 6 is an entrepreneur of Chinese descent now in the book business. He started his career after his university studies being employed by a shoe business until he became its General Manager in Mauritius and this led him to travel abroad. But he had had this idea of a modern bookshop business since that time, which got delayed because he had to help his father in the family bakery business. Two stories were extracted from the interview transcript.

4.6.1 Story 1 – From a manager to a family bakery business

At the time this occurred, the participant was *"the blue-eyed boy, the up-coming manager, … at that time I attended a lot of Management courses, Shoe technology. I had to travel a lot too, to all the different companies …In fact I climbed the ladder [in that company] … just afterwards then in parallel I had to take charge of the project management for the setting up of the first shoe factory in Mauritius. I was the project manager to get it done. There were 125 people working at that time."* **[Prior preparation]**

But he had to leave because *"of family obligations you know to go in my father's business. My father was a very, very hardworking, … But they use a lot of the mind you see and despite the modest regime, somehow they – they never, never…, failed to invest in the education of their children"*. **[A feeling of respect for another person]** He explained this further: *"My father was over trading and then he was trying to do too much, and then the – of course, not being a seasoned manager you see. … and then well when I heard that he wanted to close the business because somehow he didn't see the cash flow. … At one point, so he decided to sell the business. And there was nobody, my other brothers was too young and my elder brother was studying accountancy in the UK. So… I decided at some point, well if my father is going to sell the business, then everybody will finish suffering – and then I decided to come and*

help my father you know" **[Thinking and problem-solving skills] [Close person facing intense difficulty affecting surrounding persons]**

The participant explained how in the Chinese culture "face saving" is important and how his father was hard-working but not expressive: *"My father, being a Chinese from China had a typical personality of a Chinese at that time was not very expressive. ... we never saw our father complaining about hard work. For them you know, it's a duty. You have to sacrifice somehow you know and then don't forget that in the Chinese culture face saving is very important – Saving one's image. That's why when we do a job, we don't want to fail there. One must be doing such a good work beyond reproach – this is something in the culture. Face saving is winning the race and secondly it's about preserving one's self-esteem. ...Of course you might make an error somewhere. Then you are so sorry and embarrassed."* **[Influence of Culture] [Personal stake]**

The participant also had to overcome the lack of support and understanding from his wife and his best friends: *"And then I remember very well that my wife wasn't too happy about that. Of course some of my best friends said that I must be foolish, and then the Manager of [the shoe company] came to see me .... So he was saying you left there to come and put yourself in flour. Then I said to him – 'deep inside me, I had to serve the family – I had a serious duty.'"* **[Overcoming lack of support]**

He also thought to himself: *"If I am so good for [the shoe company] well why should I not go and help my father and then afterwards do my own business, you know, and soon I will reap the benefit of my own labour. ... I approached my father's business of course with a marketing approach."* **[Thinking and Problem Solving Skills]**

For the participant, it is a matter of passion and enthusiasm to run a business: *"Of course for all of this to work you must have the enthusiasm to do it, the passion to do it, because when you have a passion for things, just like – well I will tell you later on how I came into the book business"* **[Passion and Enthusiasm]**

"My father was never telling me like this, you know, it's not the job which is going to dignify you, it's you who's going to dignify the job. So, thereon people can say anything they like, But of course, you can hear and you can listen, but then at the end of the day it's you who's

go to take the decision. It's you who's going to live with your new realities" **[Upbringing from parents]**

He believes that a courageous decision is about whether one can live with what others will say: *"It is a risk yes, but the thing is, can you live with that? If you can say, well I can live with that, even if they can say that I am a "patissier" (vernacular meaning a pastry cook) or I am whatever he does, I know what I'm doing, you know."* **[Living with the consequences of risk-taking]**

Reflecting on the decision today, the participant said: *"When I look at the decision now, I say it was a wise decision as well as I think that sometimes besides you must have some … because you can't really foresee how things will [unfold]."* **[Luck]** *"But somehow, if you have the character and you get yourself ready for that – so whenever there's an opportunity you are ready and you can grab it. Sometimes people say, well, I could have done this, I could have this but were you prepared for that? So that's why you must ALL the time be prepared for any opportunity"* **[Prior preparation]**

He also reflected that *"Now I realise it because you see if right at the beginning you start getting used to doing painful things after some time it becomes something normal. What is difficult for others becomes easy for you."* **[Difficult decisions become normal]**

The participant related advice given to him by his father: *"This I learned it from my father the way he goes about. At times at 2/3 o'clock in the morning he is walking around and not sleeping, maybe the bank is pressurising him or something. It's painful. So I remember my father telling me that, if at a young age you don't work hard, you will wait when you are an old man?"* **[Upbringing from parents]**

He also said that fear was present when he took that decision and courage for him is how one overcomes the fear because if there is no risk and fear then there is no pain and therefore no gain.

4.6.2 Story 2 – Fulfilling a dream of owning a bookshop

In this story the participant describes how he implemented his dream of owning a modern bookshop, which he had had since he was young.

He described who the idea grew: *"Since I like reading you know, and then having travelled a lot you know when I was with [the shoe company], so each time when I come back, you know, I come back with a bag full of books. When I look around at that time there was [a certain shop], but they are not the proper book stores you know. So, but the good thing is that I had already done my feasibility study during that time ... The figures were in my drawer. .... When I get more and more, information, I was updating it. So it's a project which dates back to 1967/1968."* **[Prior preparation] [Passion and enthusiasm]**

He then started by doing some thinking: *"But still the dream was there you know, that you must try to realise that dream. So you must start doing some thinking. Thinking is the very important thing, because thinking is painful. Sometimes we think only that limited part and people don't go beyond."* **[Thinking rationally is painful]**

When he first took action to obtain premises, he felt that his preparation and talking to people around him had really helped. *"You see I feel that when you're always prepared, and when you talk around with some of your friends and you know what you want to do then things happen. So it's through a fully common friend that [a property manager] was introduced to me ... He wanted to check whether I am ready to do that business of book shop. And at that time I was not in the book business and the guy know that and was probably saying what this fool know about book business? He is in food. ... However, I was convincing enough to explain to him what I am doing but then you know he wanted to give me only 800 square feet and not more. I say no I say you give me 3 000 square feet or nothing. He says can you pay? I answered whether I can pay or not, but this is what the business needs, and I want to have a state of the art ... business"* **[Prior preparation] [Being focused and with perseverance]**

The participant always displayed a professional image. He described the problems that arose in the early years of the business: *"In fact I was on the point of abandoning on the third year. The commitment was for a rent every year. I said to […] the property manager that I am not agreeable to pay. You are looking for a rent every year while I am struggling to get the business ongoing. Fortunately, the guy is sensible. Hats off to him. They understood that we are not there to fool around and that we are serious with the business. I said to them, you see in this situation you cannot be the one always winning while I will be a loser. So I need to lose and makes you win."* **[Being focused and with perseverance]**

He re-iterated the importance of passion and enthusiasm. *"However, if you don't have the enthusiasm how do they will give you the financial support easily"* **[Passion and Enthusiasm]** But he did concede that market conditions also should be favourable. *"Also we should not forget that market, it is the market condition that prompted me to go ahead because there was no decent book shop at that time. There was a risk in keeping that business/feasibility plan for years in the drawer, but the thing is it is not something that you make a lot of money. If it was something that make you a lot of money, you will find a lot of shops growing as mushrooms. That's one reason and secondly it's not like any other small business, you need a lot of intellectual capital to put in this. So not everybody can get into this kind of business"* **[Thinking and problem-solving skills]**

In his final reflection about this story he said that learning should be a continuous process and one must enjoy what one does.

4.6.3 Summary of first cycle coding – in-story analysis

The in-story analysis for this participant unveiled a few new dimensions – passion and enthusiasm, the impact of culture and up-bringing, and prior preparation – as very important to be able to take courageous actions. Luck was also seen to have played a role. Other dimensions such as living with the consequence of risk-taking and being focused with perseverance appear to be present as in earlier stories. Furthermore, the context for Story 1 seems to be Identity Tensions faced by the participant while in Story 2, the context was a Proactive Vision.

4.7 Participant 7

Participant 7 is an entrepreneur in the ICT industry in Mauritius. He is in his mid-fifties. In his early career he was employed, but around 20 years ago he decided to start his own business, first in the ICT industry selling hardware and subsequently in software development, but for the last few years he has been in the ISP provider market. Five stories were obtained from this participant.

4.7.1 Story 1 – Challenging a government business giant

In this story the participant related his experience of entering the Internet Service Provider (ISP) market. *"In fact, it was in such a way that we had to lose money …. That took a lot of courage because I had to take the company to an extent where it could have been a total loss or anything. This is why I meant I'm focused. So I was focusing on something, obviously there was a lot of politics behind, right because I was the first private ISP and the government will listen to Mauritius Telecom (MT) more, So, it took me around two years to get Information Communication and Telecommunication Authority (ICTA) and the government to understand what was the purpose of a new ISP."* **[Being focused and with perseverance]**

Problems and setbacks were numerous. *"We got there in the end, but after having lost quite a lot of money. In fact my partner who was with me left because he couldn't take the risk, and he couldn't take the blow that we were getting. So I had to re-engineer the whole thing, go in the same direction."* **[A sense of sacrifice]** *"At one point in time we had a lot of problems with the banks, and then I had to put all my personal assets on guarantee with the bank."* **[Sense of ownership]**

In the end, *"only one bank who understood the business was the ABC and that also depending upon the Account Manager. … Within one week he has read the report, he has read everything, he came back to me and said, I've got no issue to finance you. … he said, I'm going to buy everything. …but, I want 90% of your business, and I said no problem. We worked with them, we are still working with the same person and he understood the business."* **[Support from above was not obvious]**

At the same time MT was putting pressure on him: *"I felt very bad about what happened on a Friday afternoon in 2006…. A French guy from MT came out of the blue and said, you owe me 14 million Rupees. I said, where does that come from? So he said you've got to sign on. They called me in the meeting at 19:00pm on a Friday afternoon. They were just trying to put pressure on me. And they say if I don't sign they're going to cut all the Interconnect Agreement by the weekend."* **[Bad timing to put pressure]**

In the face of this pressure and situation, he took some radical action. *"So I was put into a 'fait accompli' and I said I disagree with this, because I don't have any record that I owe*

you, but what I would say, if you are insisting this is it, we will sign this on the condition that there is an audit which is done in order to prove all these figures. …. Right, over and above what they did, they said, they want a bank guarantee of 10 million Rupees for the business that you're doing. I couldn't raise a bank guarantee for them with …bank XYZ … and this is when I went with ABC and [they] raised it. In fact, I had to go and do a Writ of Injunction against MT so that they don't cut our lines. It's the first time in the annals of Mauritius Telecom that somebody has sued them with a Writ of Injunction. That was what happened on Friday. On Monday a Writ of Injunction was issued against them, and they were shocked because we entered the case in the same day and the judge said yes." **[Taking immediate actions to mitigate damages]**

He received support from his wife except that at times she cried because she heard from other people that they could close the business. But she even went to see the Minister of Finance. *"And one day she said 'okay now there's a point there should be a stop to this,' right and she went to see (without me knowing) the then Minister of Finance because she was working there."* **[Support from family]**

Moreover, *"after a year my wife says, I think it's about time for me to leave the job where I am. I said yes, but what do you want to do? She said, no, I'll come and work for you. I said, are you sure?"* **[Support from family]** She said she was sure. Then *"I said, listen there are two things which are very important that you have to consider. You're leaving a job in the government which you have done, I don't know, for 30 years, whatever, you've done that, so leaving that job cannot be my decision, it has to be your decision, right, so you have to think twice. Go and talk to your friends, go and talk to your brother-in-laws or whatever it is and check whether you are doing the right thing or not. …First this is a private business … I don't know the future, right. You've got a stable job and that job is getting you whatever you need to get, you are independent, right. So she said, okay, right, and she talked to friends whatever it is, came back and said, my decision is made – I'm going…"* **[Thinking and problem-solving skills]**

He added that he was never discouraged by his wife but on the contrary she always gave him a boost when needed.

He described how difficult the situation was when he went through all these pressures: *"You know there was a point when we were going through a lot of difficulties financially… On the day you are coming to work you say, okay the bank will receive the cheque and I don't know what's going to happen. So that was a time where you sort of say, okay, whatever happens, happens, if the bank refuses the cheque that will go to MT, that will go to whoever it is and these people will sue you etcetera, okay."* **[Being hopeful about the future] [Living with the consequences of risk-taking]**

"But luckily for us, every time there was, you know, an overdraft limit and all these things we have managed to talk to the bank. ... Instead of doing a monthly cash flow or a yearly cash flow you end up doing weekly cash flow managed on a daily basis: ... So in a way what makes me shift the decision not to give up was luck and accepting the outcome whatever it will be." **[Prior preparation] [Living with the consequences of risk-taking] [Luck]**

The participant reflected on the behaviour of MT: *"At the beginning, we didn't know that we were not going to be friends with MT anymore, right. For me as a business man, I said okay it's an open market we're going to fight them, we're going to take the business however we can, right, but the way MT reacted to us was a bit harsh and it takes time to discover what they were doing. Government did not tell that when you buy a license you take this and this is what is going to happen."* **[Decision despite uncertainties]**

He added that when he showed interest in becoming an ISP provider, *"that was a little bit of a shock to them [MT], when they see that [another company] has not applied, right, and they see [my company] got a license. So now what's going to happen? We were very fast to react; we got our license in November – October/November of 2003. In January 2004 we were up and running, right – because the deals were already agreed with operators and we had already brought in the equipment. I followed the business for quite a time."* **[Prior Preparation]**

The participant also said that he did not get a lot of support from his friends. *"I must say we didn't have a lot of support from friends. They never said don't do that. They say Okay you're doing something, great and – but you won't be able to beat MT because they always have the support of the government. I said, okay, right."* **[Lack of Support]**

He fought extensively: *"But on our side we have always fought from ICTA, Ministry and at one time we even wrote to the Prime Minister. That was with internet. We said we are going to get out of the business because … the government is not doing anything to change things and It was [a certain Prime Minister] in those days. He didn't speak to me directly but he sent somebody to say, don't do this wait because they were going to do something, but then even that it took three months before actions happened"* **[Being focused and with perseverance]**

However, *"I had a lot of support from my brothers. They understood the business and they said, okay we'll support you as far as we can."* **[Support from family]**

Reflecting on the situation today, the participant said *"the first thing that comes to my mind is that …I was fighting for a cause, I was fighting to liberalize the ISP, liberalize the telecommunication in general – in fact through my act there have been a lot of things which have been done. Other businesses have followed and gained."* **[Interests of the larger community]**

The business model has now changed but developing it took a lot of courage as it is all about human development: *"It takes a long time, it takes a long time and it takes a lot of courage to train these people, sometimes they don't believe in themselves. You have to give them the opportunity. But I don't regret it in such a way because people that you take from the bottom, train them to be where they are, they are loyal to you."* **[No sense of regret]** He takes pride when he speaks about a certain team member he recruited and developed and who has remained loyal to him: *"I've got one guy here who looks after the operations, and when he talks to you he says 'my data-centre', and he says, nobody will touch 'my server', right, okay these types of things, but they've built these since the beginning."* **[A sense of satisfaction]**

4.7.2 Story 2 – The bold decision of developing ERP software from scratch

In this mini-story, the participant first described the difficulty he had when his company purchased an ERP package. *"Around in 2000, we bought an ERP package from India for our own use. And then with a lot of difficulties the system still did not work. The guy came in, tried to do things here and there and it didn't work, and the support was zero, right."* **[Something not working as expected]**

So they went on to develop their own CRM package. *"We scrap this and we started developing our own accounting package. When we started the ISP there was a lot of calls you know, complaints about service because you are talking to 100 customers at one go. I still remember in those days we were still writing on paper you know, the complaints of each one and then to tackle the complaints … I got one of my programmers to start writing and we developed a CRM package, and from there the challenge was to say, … okay now let's revamp this, to make this into a package to do a lot of things. We started to do quotations, we started to do stock, today it's a fully-fledged ERP package which we are using internally and we have started to sell, about two years ago."* **[Being focused and with perseverance]**

4.7.3 Story 3 – Fearing a joint venture

In this short story, the participant describes a situation where he felt he should have had more courage. *"I've had a lot of opportunities when people from outside came in, right – from India, from France they came in and they said, they would like to do a joint-venture with us. …but then one of the things that I asked them – I didn't need the money then, right, so I said, okay whenever you take a partner in the business the partner must have something to bring. Right, so I started to ask them, what is it different that you can do that we are not doing today? That company in France could not give me anything first instance. They were doing the same thing that we do, but they were doing it at a different level, right, but with hindsight probably yes they had something to offer which was International exposure, right, but they didn't know how to put this forward. So then I didn't say no. I said okay, we'll see but then it dies out like this like this. Luckily, I didn't accept because that company went bankrupt"* **[Over-Rationalising]**

4.7.4 Story 4 – Mounting a software development venture in India

In this short story the participant describes how again he let go when he had the opportunity to mount a software development venture in India. *"But however, one thing which I probably regret is I had the opportunity to go and build up a software company in India because you had a lot of human resource there but I hesitated. It was because of the goal of how to control these people there. In order to do it you'll have to do a lot of travelling. So probably that I was not prepared, right, but if I had supportive staff I would have done it, right, but probably I should have initiated something."* **[Lack of Preparation]**

4.7.5 Story 5 – Mozambique venture

In this story he describes how he managed to start something in Mozambique in 2001/2002 but then did not exploit it further due to a lack of courage and resources. *"In fact we developed quite a big system for an electricity company for the government. We did a stock and procurement management system for them, right, and it works quite well. But then I had opportunities also to develop in Mozambique in those days which I didn't do through lack of courage or probably lack of resource, lack of people to look after the business because I was doing too many things. I said, if I'm there then I will have to neglect something somewhere here. Because of lack of resources I had to back out."* **[Lack of Preparation]**

4.7.6 Summary of first cycle coding – In-story analysis

The in-story analysis for this participant revealed more or less the same aspects as previously except that support from family, a sense of sacrifice and the value of being focused with perseverance were more pronounced in Story 1. The code "Interests of the larger community" applies again in Story 1. Additionally, as it appears that the participant is fully entrenched in business, all the stories could be said to be in a context of Proactive Vision.

4.8 Participant 8

This participant held a very senior and sensitive position in the Government during which time he had to exercise a lot of courage. He was in charge of a controlling aspect of government affairs[3]. He also became a politician, was elected a few times and became a minister twice. Today he is a retired politician but was nominated Chairman of an organisation dealing with NGO work. He is in his early 70s. Three stories were found from the transcript of the participant.

4.8.1 Story 1 – An investigation which brought instability

This story concerns a high level and sensitive investigation that the participant was required to do for his work. As he proceeded *"I realised that I was walking on landmines, on landmines"* **[Politically extremely difficult assignment]** But by virtue of his position, he

[3]The details and timing of the various stories of this participant will not be disclosed because of the highly sensitive nature of one of his stories.

had full power to investigate independently and report: *"I said to myself ... you are enjoying the power because [of the constitution] ... you have got independence. Nobody can dictate to you"* **[Independency of the institution]**

At that time he was in his mid-thirties and his thinking was that God was testing him with this investigation. *"So God, has given you that possibility at a very young age, and it is not every day that you would have this opportunity to show that you're a real leader. It's unfortunate that on that particular issue you are being tested whether you are a real leader ... and I'm now saying it without thinking, [it's] just coming out."* **[Thinking rationally in a spiritual manner] [Self-Realisation that I am being tested by God]** He then said to himself: *"I'm going to walk my talk whatever the consequence."* **[Not thinking about the consequences]**

When the report was to be published there was a lot of political pressure on him to remove clauses, to withdraw part of it. *"I said yes – I can withdraw with one condition, I resign as ... immediately after. Because morally, I cannot [remain in the position]. That to me is courage. Then they fear and they pull out. ... because morally I cannot ... anymore – ... that is courage"* **[Exercising moral courage]**

He is proud of the way he reacted because he was prepared to walk out despite financial commitments: *"That's why I'm so proud – humbly and at that time you know I was in a family background which was relatively modest. So financially I was in a real trauma. It was a challenge. I had a lot of people depending on me, but I was prepared to walk out."* **[Living with the consequences of risk-taking]**

He said that for him this is courage: "*Yes, that is courage, yes. you need to have courage, a lot. This is to me character and courage. In fact, courage brings character in me to have courage."* **[Courage and character are linked]** He further said one has to accept a lot of sacrifice: *"If you don't have the courage you can't be in a leader. You cannot be because leadership demands a lot of sacrifice, a lot of sacrifice."* **[Leadership demands sacrifice]**

As for his friends: "*The friends left basically because they were worried – they all had some kind of links with politicians with the government you know…"* **[Friends support was nil]** He became lonely and depressed: *"And one evening I felt terribly lonely, terribly lonely and terribly depressed right, I went to the Rose Hill temple. This is something – you're the first man I'm talking to – I went to the Rose Hill temple. It was six o'clock in the evening. I sat in*

the middle of the hall and then I talked to God. I said, look I have done nothing wrong, what I want to do is to do my job to the best of my conscience and ability, I'm not trying to hurt any government, I didn't ask to write this report. That was imposed on me. It's unfortunate. Now I need You to intervene and to tell me what to do. Yes, God is strong Girish – Trust God. Trust God. Somewhere there is a force." **[Tapping the spiritual force]**

He sought the advice and support of his father: *"I said to my father, what do you think? My father said, look, we have taught you, always to be honest in any scenario. So you are facing a situation where your honesty is being tested, so you know what you have to do."* **[Upbringing from parents]** *"So the real thing that led me to this courageous decision was honesty. I want to be true to myself, because once you start playing games with yourself you're dead .... You lose your credibility because the greatest judge of man is himself."* **[Being true to oneself] [Value of honesty]**

With regard to the consequences: *"It had big consequences but I did not think about these consequences at that time. No not at all. That's why you asked me earlier on and I said I knew there would be consequences, but I never knew it would be that detrimental, that bad."* **[Not thinking about the consequences]**

When he thinks about this incident today, he feels he could have written the report differently without lying: *"I'm honest and I'm telling you, maybe I could have written differently… without lying but saying the same thing in a different language. When you think about it, it could have been possible … while being true to yourself, trying to mitigate it and in a way not to please anybody, …You're only reporting from files, you've not seen the thing happening you know, you're only working from documents – You're not a judge – But the bullet has gone you know"*. **[An honest self-evaluation]**

When he reflects on this incident today, he thinks he might have been wrong: *"So for me today lessons of life in that is to say to yourself that you may be wrong somewhere. Say to yourself, you may be wrong maybe you know, I made a mistake, maybe, maybe."* **[An honest self-evaluation]**

4.8.2 Story 2 – Joining politics

In this story, Participant 8 describes the circumstances when he had to take the decision to join politics. When the then Prime Minister asked him to join politics because of imminent elections in 1983, he was concerned because of his financial commitments for his family in terms of loans and he was not so keen to leave his secure job in the government: he said so to the Prime Minister who told him to think it over carefully while he is on a mission overseas to Manila.

So when he was in transit in Kuala Lumpur, *"I went into a Tamil temple there. … – in my prayer I was saying look I am a relatively modest guy and I need to support my parents because they rely on me, they are old, I need to support my in-laws, now if I offend the government maybe my life is going to become very difficult, but I've never been involved in politics in any manner except a keen observer of politics and so on. I have now to resign my job, 24 years service, which is unthought-of. So I need You to help me in taking a decision – the right one. Girish, I walked out, I've already started to resign. Yes, so that spiritual courage. Somewhere in my make-up. This vibration came to tell me do it"* **[Tapping the Spiritual force]**

When he decided to resign, he got resistance: *"My secretary cried with me and said 'No. Mr .... you come from a modest family and you have worked so hard to be where you are, don't do that.'"* **[Persons in close community not approving the action]** *"My uncle … who was Permanent Secretary at that time – he said to me to make as if a cyclone has passed and don't get into this. I still remember his expression at home. … I told him yes... But it was before I went to Manila."* **[Persons in close community not approving the action]**

"And between the advice from my uncle and the Manila trip, there was my father. Yes, he was still at that time and he is still here. 97 years old today. He told me, he said honesty as you know is our bedrock, so do what you think is honest to do. He said to me, look whatever you've done since you – during – you've been a responsible young boy, you did well. I have now nothing that I need to tell you what is right and what is wrong. You know better than I do." **[Upbringing from parents]**

The participant explained that he took his decision as he felt that had a fall-back position if he were not elected: *"I think the mind is the voice in a way where it tells you to be cautious. For*

that situation, I said to myself, look if I lose the election, I'm a qualified guy, I'm highly qualified I should be able to earn my living decently. Yes, I had a fall-back position because intellectually I was sound. Professionally, I was sound. At that time, I [had] finished my economics degree – I was already an economist and a chartered accountant – so I had a fallback" **[Thinking and problem-solving skills]**

His final reflection was: *"Yes, I have lost 24 years service. I was 42 years old. So you have forfeited 24 years at a very high level. No, no, no this is courage, this is courage. But I don't think it is the word courage. I think it is like an inspiration. It was not me. … Story 1 was me but this one I get the impression it was not me – It was a kind of a spiritual push."* **[A feeling of spiritual push rather than courage]**

4.8.3 Story 3 – Resigning as Minister

Following an affair in the mid-80s when some members of parliament got arrested in Europe, the participant who was then a Minister went to see the Prime Minister together with three other colleagues to tell him that they could not accept that these six MPs would continue to sit in Parliament, so they should be dismissed for the sake of democracy or else Parliament should be dissolved.

The Prime Minister did not want to call a general election as the country had had one a year before. So he and the other three ministers resigned on principle and out of respect for institutions. *"Then we told him, 'we are going to sit together with these people who ...' and we resigned. That is courageous. So that decision was based on principles, respect for democracy, respect for institutions and respect for myself, because I wouldn't want kids in school telling my kids, your father is a dirty guy, he's an associate of these people."* **[Respect for institution] [Self-respect**]

The participant concluded that: *"Self-respect is also a foundation of leadership"* **[Self-respect is a foundation of leadership]** Moreover, *"… at that time I did not consult anyone except only the four of us. We talked – it's the only way out."* **[Collective decision involves peer support]**

4.8.4 Summary of first cycle coding – In-story analysis

For the first time in the in-story analysis, reference is made to spirituality or God guiding the actor during the courageous action. However, emphasis was also made in the story about the value of the upbringing by parents for the actor to lead courageously. This participant also confirms earlier findings about courageous actions needing a sense of sacrifice. Many other aspects found earlier repeated themselves in this participant's stories. Moreover, all this participant's stories were in the context of Identity Tensions, mainly due to his strong ethical and moral stand.

4.9 Participant 9

Participant 9 is a senior member of an organisation representing the private sector in Mauritius. He initially worked in government before being employed by this organisation many years ago. He is a well-respected figure in the country and very often he is called upon in negotiations with government on economic issues. Nine stories were identified.

4.9.1 Story 1 – Saving money to buy a bicycle

In this story the participant described an incident in his early childhood when he learnt that her mother saved money in order to buy a bicycle for his dad who was a milkman. *"She had to join a 'sit' with a group of persons (giving money collectively to save money). Every month somebody will get his previous months' savings. She had to do that for 25 cents to get a bicycle for my father to start selling milk. But she said, at the time it was before the Second World War and 25 cents was a huge amount."* **[Importance of impacting lives]**

He felt that: *"This is the courage. I find this courage and farsightedness. This remains for me a lot courage because it was sacrificing to get that you know. So there were some elements of sacrifice in it."* **[A sense of sacrifice]** The participant also said that it was about standing by one's principles: *"That remains for me always okay, but then also because it was not necessarily for direct gain for her I think, okay. So in Courage you have to stand by some principle okay."* **[Principles]**

4.9.2 Story 2

Story 2 was very thin in terms of details for analysis and therefore in the end was not considered.

4.9.3 Story 3 – Taking a stand against a friend CEO

In this story the participant relates a situation in which he, as a Board member, had to take a stand against a close friend of his to step down as CEO of a company. And he found it very hard: *"I consider courage sometimes very hard: when you have to take a position against a friend who's close to you, against someone whom you respect a lot and this is real courage. It happened when I was a Board member of an institution where a close friend of mine was CEO."* **[Taking a stand against a very close person]**

This happened not without any consequence on their friendship: *"Because I took a view that he should also step down, okay, and he had to step down okay. It was not [only] because of me but the majority of people wanted him to step down and somehow he learned about it later. And for the last number of years he doesn't talk to me at all …"* **[Collective decision/action involves peer support]**

When asked if he had found the decision difficult, the participant explained: *"No, I didn't see it difficult to take that decision because I was convinced that he had to step down temporarily because there was something happening. … Court had already taken a decision and he had to step down."* **[Situation not difficult] [Higher level support finally obtained]**

With regard to the friend, *"I've never made an effort to go to explain, I don't feel I have to explain. … I took the decision on principle."* **[Principles]** They still avoid each other: *"And now for the last eleven years, we don't see each other, it's clear that we have avoided each other. Before, we were seeing each other regularly – not only socially but also professionally also. We were sharing notes and he was a true friend. But as he has done something, I think he should have stepped down. But I don't feel any kind of regret after that. But later yes – he's someone whose friendship I thought was valuable."* **[No sense of regret] [A feeling of sadness]**

The participant said that he was the most forceful of those who thought the friend should step down. *"Others, were a bit quiet but I was very strong on that. I mean I thought it was also in*

the interest of the larger interest, of the community, the institution" **[Interests of the larger community]**

The participant also said that he took the stand alone, based on principle: *"When for weeks this issue was going [on] I did not speak to anyone about this. I took the stand I adopted alone. I knew it was right. I didn't – and I don't know whether this is right or wrong. It was simply based on principles and [I] was alone in that decision."* **[Alone in the decision-making] [Self-conviction] [Principles]**

4.9.4 Story 4 – Dealing with a bully in Standard 6

In this story the participant relates an incident in Standard 6 when a bully was hitting his classmate who was a small boy: *"I just took my bag throw on the bully, okay, without thinking of what would have happened"*. **[Not thinking about the consequences]** He was guided by the fact that his friend was thin and the bully was big: *"But then on the principle that the other one was my friend who was a thin guy okay, and the guy was a bull. So I just threw my bag"* **[Principles]**

4.9.5 Story 5 – Facing up to bullying skinheads

This story happened when the participant was a young student in England many years ago. Some skinheads threatened to bully him and his friends. One or two of the skinheads were still in a car. Without consulting anyone he challenged the skinheads: *"My friend wanted to go, you know. And I remember … just sticking my foot … and the window was there near the driver's … I just put my foot there you know, and said 'Please don't entice us to hit you or force us to do something. It's going to be bad for all of you', and they all ran. Yes, I was surprised – it was a bluff you know. I just did this without consulting anyone."* **[Not thinking about the consequences]**

He explained this as follows: *"It was the anger – you know very often it's not structured."* **[A feeling of anger]** He added that often there are situations in which you don't know where the courage comes from: *"These are things that come intuition wise. I think it's important to understand (that) very often we think, strategize and all of that, but very often situations come where you have to show certain (guts) you know and you don't know from where it comes – of course when you are in negotiations that's different."* **[A feeling of spiritual push rather than courage]**

4.9.6 Story 6 – Rescue plans during the recent financial crisis

This story is about the participant's involvement in government rescue plans in the aftermath of the recent financial crisis. This involved taking tough decisions. *"But it wasn't very much courage but it was, let's say, a feeling that something had to be done (though) you didn't have all facts. I've already spoken about someone like (the Minister of Finance) who had lots of courage to do these things."* **[Feeling that something has to be done]**

4.9.7 Story 7 – Lack of courage in a train

The participant here relates a story about a lack of courage which dates back to 1973 in India where he was with friends in a train and some guys came in and were threatening people. It was long before Story 5 about the skinheads. *"We were almost half asleep and we continued pretending to sleep because (otherwise) we would have to sort of fight the guys. So you know, this [and we were] foreigners but they were bullying others. [So] we continued to pretend to sleep just to avoid that."* **[Taking immediate actions to mitigate damages]**

He added: *"Maybe this incident made me get ready for the skinheads incident which happened many years after. Maybe also at that time in 1972, I was 20 years old, it could be that [lack of] maturity."* **[This incident prepared me for the next one]**

4.9.8 Story 8 – Distinguishing between the political and business agenda

Story 8 was a story which described no incident as such but merely talks about the objectives of his organisation. It was not analysed.

4.9.9 Story 9 – Lunch with Margaret Thatcher

In this story, the participant relates a lunch meeting he and other dignitaries had with Mrs Thatcher, former Prime Minister of UK, when she visited Mauritius some years ago. Although it is not an incident story, what he said summarises his thinking about courage and leadership and is therefore included in the analysis.

He was struck by Mrs Thatcher's very strong views which went beyond structured thinking. *"When they asked her 'how you were dealing with Cargill', the Trade Union at the time, she replied 'I knew I was right'. And you know, and very often this is it, okay. I mean at that level end that has remained very much in my psyche you know. I remember also sharing with her*

about her dealings with the French and she said, 'oh the French, they are beyond advice, you know'. It's a very strong view." **[Ingrained Psyche of "I know I am right"]**

The participant extended this thought further, saying that childhood experiences are the most important ones for strong leadership. For example, for him, he still remembers the hard work of his father waking up at 4:00 in the morning to get ready for work. He added: *"Very often in strong leadership I believe that courage is that mix of all these experiences. [But] I think childhood remains a default. I don't know but probably most of the [important experiences] all remain the territory of the childhood – It has a mark there."* **[Childhood experiences as preparation]**

Concluding his reflections, the participant said: "So when you look back at what I just told you I feel that (strong leadership) is also a mix of intuition and it's not really structured thinking." **[Strong leadership mix of intuition and structured thinking]** *"It's a mix of everything, it's a mix of intuition and value, of who you are, although prior to that there might have been some structured thinking."* **[Decision on frontier is a mix]** *"But at the end of the day what comes out is who you are in that moment. Yes, this is what makes the difference between anyone and Lee Kuan Yu or [any great leader]."* **[A Sense of being]**

4.9.10 Summary of First cycle coding – In-story analysis

This participant brings new insight to the understanding of courageous actions. His stories confirm many of the aspects found earlier, such as courage involving a sense of sacrifice, abiding to principles, conviction and considering the interests of the larger community. This participant also talked about the spiritual dimension, which he described as intuition. He also believed that childhood experiences act as preparation for future courageous actions.

It appears that one courageous incident that happened many years ago acted as a preparation for the next incidents later in his life. **[Code: This incident prepared me for the next one**] Stories 4 to 7 were mainly set in a context of a Response to a challenge (provocation). Story 1 was in a context of Pro-active Vision of the participant's mother, while Story 3 was in a context of Identity Tensions due to a friend being involved.

4.10 Participant 10

Participant 10 is a well-known political figure today. He is now working as chairman of a company in an offshore management company. He was a minister several times in the past. He is in his late fifties. Seven stories have been extracted.

4.10.1 Story 1 – Challenges associated with structural reforms at the end of an economic cycle

In this story the participant shares his experience about courageous decisions he had to take when he was Minister of Finance in the past: *"We had reached the end of a cycle. I knew, not instinctively but based on experience and based on what has happened in other countries."* **[A rationalised reflection]** *"we [had] reached the end of the cycle and that we needed a paradigm shift, but some of the decisions were difficult. It was difficult, so you need to provide some accompanying measures specially to protect the poor who are going to be more affected you know by structural reform"*. **[Needing a paradigm shift]**

He considered that "*you need leadership first to agree to make the decision and courage second."* **[Leadership comes before courage]**

The participant also referred to a recurring problem related to the time-frame of a politician's mandate: *"because there's a mis-match or a lack of symmetry between what is required to cure a problem in society or for the economy and the time-frame of the politician. Typically a politician needs to be re-elected, you know, whether this is three years or four years or five years, this is the time-frame."* **[Time-frame towards rewards is an important consideration]**

He explained: *"That's why what you would see invariably, [is that] politicians are smart and they are courageous you know, they will carry out the reforms work early in the mandate. …and hopefully you know after two or three years you start getting some results, or at least you get some low hanging fruits you know – an early harvest – you can use that for marketing."* **[Need to act smartly after rational thought]**

Moreover *"… there are some people I think that do realise that things need to change, however, they need to be supported because the decisions that they are going to make are decisions which are extremely painful."* **[Drivers_Need for Support]**

Using the example of the problems he faced when he wanted to raise the pensionable, retirement age, he said that he tries to make a decision *"... which is rational, something which is logical ... people agree with you ... but they don't want to walk the extra mile. I think it's this element of fear, this element of ... that might work against your chances of re-election that stands in the way."* **[Disconnect between rationality and walking the extra mile] [Barrier_Fear]**

To address this fear factor, communication is important: *"I think you need to communicate, and the problem that you face – many people are free riders, you know, very few people believe in inter-generational fairness, you know ... but ... you need to inculcate a sense of responsibility in the citizens. You need to inculcate a sense of responsibility across the board. So I think that communication, information, education is extremely important"* **[Need to inculcate sense of responsibility through communication]**

He concluded this story by saying that maybe he had not communicated effectively when some of his decisions received a lot of criticism: *"Probably one of the reasons ... why there were a lot of criticism – maybe I did not communicate well, maybe we never communicated enough. Or probably we were too technical and people felt ... that we were just technical and we do not have enough sympathy and empathy, you know, for those people who were likely to be affected"* **[A honest Mea Culpa that may be I did not communicate]**

4.10.2 Story 2 – The change from a universal subsidy to giving more to the poor

In this story, the participant presents the case about giving more to the poor rather than having a universal subsidy. This is what he said: *"These are, these are difficult decisions ... where courage or leadership are important. So it's not a question that you don't understand. It's a question ... of ... do you have enough courage just like France did yesterday, ... on child benefit. Child benefit is given to everybody irrespective of your income. They are changing it, and you can see how people are reacting."* **[It is not a question of understanding but of courage]**

In such situations he feels very lonely: *"I mean you are lonely because – you know this is a very robust democracy, people go in their constituency and what people do in the constituency very often they will not argue against, because people will come and say that*

look this benefit is being withdrawn and you're giving too much to A and too much to B and what not. So you need to explain to people that it makes sense …" **[Feeling of loneliness]**

He gave another example of resistance to change. *"The other difficult decision is to open up the country, … even my own family was against it, they say look unemployment is about 8%, why do you allow for this to come? And yet we realise societies that have prospered are those that have embraced openness to talent, to skill, to know-how, to technology in that stance, but the person perceives it that – others are coming to take their jobs."* **[Decide despite lack of support]**

He added that courageous decision should appeal to the brain and not to the heart: *"And very often in their argument [those who oppose you] appeal to their heart. But you have to appeal to the brain, so this is a tough one, this is a tough one you know, is, how do you convince your colleagues that this is the decision that needs to be made,"* **[Courageous decision needs appeal to brain and not heart]** Secondly, *"… people don't like change, because change brings uncertainty. Change brings fear, change could bring inconvenience, you know"* **[Trigger_Change_Bring uncertainty and fear]**

But someone has to take the difficult decisions: *"So if leadership and courage is about the radical change in how things are done, obviously it's difficult, but one of the political leaders will have to take difficult decisions even though many people don't agree with [them]"* **[Decisions against agreement with others]**

4.10.3 Story 3 – Can one talk about courageous leadership when one is in front of a wall and has no choice but to take that difficult decision?

In this experience, the participant was advising a particular government on a particular business model of a state-owned company as the present one was not working and each month the CEO of that company had to go to the government to get money.

He said there was no choice but to make the change. *"So how do you go and tell these people that 'look this bloody business model is not sustainable, and we have to change it and one of the implication of this change is that you have to go and talk to the people that you don't like'. … So they said no so I told them what are the options. So here also you know we had to do all the sensitivity analysis, and we had to go for a communications exercise to tell them*

that 'this is the only solution that is available, and you need to talk to people with whom you have been fighting you know for the last 20 years'." **[Thinking and problem-solving skills]**

In such situations one has to think out of the box. *"But this change of mentality that you have to think out of the box, that you are against the wall, you have no choice but to carry out you know structural reform or economic adjustment. I think this is the most critical challenge that people face."* **[Capacity to be creative and innovative]**

He said that at the time he had to *"dilute some measures and support was minimal though I did get the support of the key person which is the Prime Minister."* **[Higher level support finally obtained]**

He then related how resistance is organised and the diverse backgrounds of the people resisting such measures. *"…when you're in a robust democracy and very often the opposition is here only for the sake of opposing. So obviously, they will have public rallies, they will have meetings and they will criticise what you are doing, and nobody is totally isolated from what's happening in the country. So, now you need to understand that politicians you know come from all types of backgrounds, so we have some who don't understand anything, Okay. Some are extremely educated, but don't have probably the specific talent, knowledge, expertise, and experience to know how to run a department, or how to run a country …"* **[Satisfying needs and perceptions of diverse stakeholders]**

To address these challenges within government, he organised *"many working sessions with our colleagues you know, with the Prime Minister and with the different ministers."* **[Communication via working sessions]** But even when people agreed with him they would not support him. *"… this is life … when you are doing the budget you know, everybody say, adjustments must be in the others, not in my backyard."* **[Objections of individual stakeholders who collectively agree]** That is when *"you need to have the leadership and you need to have the courage basically to do what is fair."* **[Courage to be fair to all]**

But he had to dilute the measures: *"because if you don't … you get too much resistance, and within your own camp people are against you. Then you've got no chance of succeeding. So you need to understand the Prime Minister also, … all Prime Ministers want to be re-elected."* **[Dilution of courageous action to reduce resistance]**

To illustrate this point, he gave the example of when a Prime Minister of Greece was interviewed on BBC, *"and the interviewer said 'come on everybody knows what needs to be done. You need to adjust, you need to reform, you need to have structural changes or whatever it is.' So he looked at him and said, 'look I'm not be as bright as you, but I'm not that stupid. We all know what needs to be done, what we don't know is how to be re-elected once we do what needs to be done.'"* **[Balancing community goals with personal goals]**

So *"you may have the courage, you may have the leadership, you may have the determination, you may have the right skill, but you are not sure what is going to happen to you, or you're sure what's going to happen to you that you're going to lose out."* **[A sense of sacrifice]** *"In fact I pay the price for it you know, … because there were some people who were against reform, and not that they have changed – in fact the country is still benefiting from the reform that we carried out – it is just that you become unpopular because you're perceived as having removed some of the acquired rights of people."* **[A sense of sacrifice]**

But he said that in his situation, he had enough support to implement the reforms, but *"there were a lot of people who in private will tell you that you're doing the right thing, but publicly – they have to play their politics. The more difficult one was people from your own camp, … from your own team and …these people will say look the others should adjust but not me, but if everybody says this then there is no change."* **[Lack of Support]**

Ultimately *"I think it depends on –… I think it's learnable, I think it's teachable but deep down I think there's an element of who you are also."* **[Internal values]** He put this down to ones 'DNA' and an element of luck: *"I mean you might put it as a DNA because there are people who are equally smart, who are equally bright who probably understand the file much better than I do, but don't have the guts … to do it, or they are too risk averse. There is an element of risk in everything you do, and there's an element of luck, but success only smiles to those people who will take some risk also."* **[Risk-taking disposition] [Perseverance & Focus_Luck]**

The participant elaborated that the DNA may be the upbringing or culture: *"so I think – I don't know, I don't know what I will call it you know, your upbringing or your culture or your DNA. I'm not sure whether you are born with it you know, but DNA is a generic term in this context*" **[Upbringing from parents] [Influence of culture]**

He came from a poor background. *"I had to stop school because my parents could not pay, so we worked very hard and I was a child labour, you know, I was child labour and we started to work quite early"* **[Painful experience]** He said that 30-40 years ago he never thought who he will be today. He put it down to luck, *"sheer luck, but I persevere you know."* **[Luck]** *" But I realised very early that when you come from a poor background the only way to break the cycle of poverty is through education – Yes, I realised that very early"* **[Beliefs]**

The participant reflected that these incidents did some good for the country but he was not sure if it was good for him.

The participant then turned to another reform, the introduction of property tax for rural areas. *"Now when you speak to people, they tell you, you are right, but I'm not sure whether you should make that decision because you're going to turn a lot of people against you."* **[Lack of support]** *"but I told people you know, growth is important but inclusion* is *also important, and you must pay a fair share you know, and I told them 15% [tax] is very fair"* **[Importance of impacting lives]**

He said that in some countries *"maybe because of the culture, because of the history"* it is easier to get buy-in for such reforms but *"in a polarised society … it becomes more difficult."*

4.10.4 Story 4 – Air Mauritius and the "milk run"

In this story, the participant described his experience when he initiated some strategy changes in his previous job. *"When I was at Air Mauritius in those days; we used to operate what we call the Milk Run – Mauritius, Nairobi, Rome, London. It is like the milk man running around Mauritius, Nairobi, Rome and London. So we had a big debate on strategy. So I told them we have to operate Mauritius, London non-stop and they all looked at me and said, 'you're mad!' They said that because it's in the stop that you get passengers … but I told them, 'do you realise that if you fly Mauritius–London non-stop, you make the passengers who are flying with a competitor come to us, because it's a better flight. Instead of taking 16 hours it will take 11 hours.' I fought for nine months with everybody. Everybody was against because everybody was weathered to an old paradigm that was giving result, but was being attacked at the edges."* **[Lack of Support]**

He thought his suggestions were resisted due to fear: *"They knew – so we had a situation where there was an element of uncertainty on what I was suggesting, even though it was appealing, it makes sense, as opposed to a situation that is known. So this was the fear."* **[Decision despite uncertainties] [Fear]**

It took nine months to persuade them: *"Now this was also because we are small you need to walk the extra mile, and you need to think out of the box and this has been the best decision that Air Mauritius has done. And in fact to show you that it was the best decision everybody followed and it was a transformation."* **[Capacity to be creative and innovative]**

During that time, people were not it against as such but needed to be convinced through probabilistic figures because of the uncertainty: *"basically this is the way that it has happened, but all significant changes in life are like this."* **[Thinking and problem-solving skills]**

Maybe the generation gap between him and his bosses did not help: "*I was very young… my bosses at that time, they were much older than me and they have seen how the system had worked. Now they … recognised that time was changing, but they were not sure who should dive in the cold water first."* **[External Inhibitors_Age and Generation Gap]**

In addition, his colleagues were amenable to his arguments but still were quite reluctant to move forward with the idea.

4.10.5 Story 5 – Discrepancies between the private and public sectors

In this story the participant shares his thoughts about how the private sector operates in a manner which is not fair, while the public sector is expected to be for everyone. He believes that if leadership is about profound societal changes then one needs to accept that individuals may lose out. *"So this is the challenge … which is a good thing, … but I was always arguing for a change both in politics and also in business. But … if leadership and courage is about significance, societal changes, or economic changes, then it's tough, then you really need to be very courageous, you need to have a strong sense of leadership and you need to accept that probably you may lose out personally, but society, the country and the community will be better off."* **[A sense of sacrifice] [Interests of the larger community]**

He then reflected on cultural issues. *"So I think the cultural disposition of people also is important, the way you've been brought up – it's sad to say this – let me give you an example, … I have difficulties when people fight to deny rights to other people. I have no difficulty when people fight for their rights. … We take the case of same sex marriage, it's a difficult one, difficult one and I'm involved on this you know, and obviously probably as a Hindu because our culture, our religion, we don't want our kids to be like that, but that's one thing. But what is your attitude towards these people? … And I said, but this is very unfair, we're not telling you that you have to embrace that, what we are saying is that others who are different from you and respecting their rights is normal."* **[Upbringing from parents]**

With regard to the image of the private sector in Mauritius as unfair, he says that things have changed but *"this is about fear, this is about apprehension, this is about uncertainty."* [Fear]

4.10.6 Story 6 – The case of the sugar export duty based on turnover

In this story the participant explains how he had to deal with a change in government policy concerning an export tax on sugar which was being paid by sugar producers who were mainly white: *"There was an export duty, and the export duty was based on turnover, and obviously it's unfair to have a tax on turn-over. You have a tax on profit and not on turnover. But the argument was that the price of sugar was a politically negotiated price and it was not a price that was determined by the market. The price was negotiated at the level of the EU by politicians and the price that we received was at times you know, 2.5 times and at times 3 times the market price. So this was the justification that is given for the country and the proceeds … must be fairly distributed across all communities, and one way of doing this is for government … to take a slice of the revenue to put it in its budget and then to use it for … whatever it is. During that time, our sugar industry was going through a very painful adjustment process and I did realise that it was an unfair tax because of the sensitivity around racial, ethnic, political, historical issues you know, legacy as I call it."* **[Internal values] [Principles] [Realisation about an unfair system]**

"So we had to negotiate and we had to find a … balanced outcome you know, vis-à-vis the rest of the community especially because land ownership is very skewed in Mauritius. So we started that negotiation" even though the then Prime Minister did not believe he would be successful. **[Courage to be fair to all]**

When they started negotiating, he reminded the sugar owners that they needed *"to take into account the historical contexts .... All the factories belong to the white, also the best land belong to the white and the rest are either Hindus or Creole, you know, artisan or Creole and the planters are essentially labourers who are also essentially Hindus."* **[Greater Cause_Courage to be fair to all]**

So he put forward a proposal. After a month or so *"They came back and said [to me] ' you have given us 25 suggestions, we agree to 23 of them. So that's very high, but the last two we cannot agree, okay' . Now obviously I laughed. ... Now what they failed to realise – I said, 'but the rest I could have got from you, probably while giving you only a 10 percent discount.' But now we're talking about a paradigm shift, but instead of us and them – and the sugar industry was effectively an us and them"* **[Rationalised Decisions_Thinking and problem Solving Skills]**

He had to emphasise things like societal impact and building nationhood: "I said … look this is a transformational change, and this is going to have good impact on society also, it's going to help nationhood" **[Interests of the larger community]** The sugar producers were surprised: *"'Are you telling us that the people who work for us now, all the planters, they will become shareholders?' I said, 'yes this is what it is, they will get 20%, you know.' And I said, 'look it's also fair, these people are supplying you 35% of the canes, because a small planter has got cane but he does not have a milling facility. … There's nothing ... awful you know, that I ask you to give me a share of 20%.' So it was extremely difficult. Not because they were against it, but they've never thought about it."* **[Courage to be fair to all]**

He said the negotiation was just about a paradigm shift, which they had difficulty appreciating, but he persevered as he felt it was the right thing to do. He understood that the sugar producers did not know how it would turn out, due to fear and apprehension. They might have been thinking that if they start giving, they might end up losing everything.

Meanwhile, his colleagues did not believe that he would succeed and therefore he was given a free hand to try. This made him think that at times *"you have to think outside of the box, and you have to go against conventional wisdom and you have to start questioning you know, the status quo, and most people will not do it"* **[Capacity to be creative and innovative]**

4.10.7 Story 7 – Appointing Ministers out of Parliament

In this story, the participant describes how people were reacting to his current idea to appoint Ministers who are not Members of Parliament, something which he said was already happening in other countries.

He did not get support, even from his wife: *"But there are some people who don't understand anything. But this is shocking to most people. Yesterday my wife said, 'I won't agree. For me the minister must be elected.'"* **[Lack of support]**

The debate itself shocks people, because they think that you would get *"'an idiot who comes and just increases tax' … just opening the debate shocks people, when in fact it's the reverse that could be true. Mauritius is one of the few countries in the world that restricts its ability … to use its citizens to govern the country."* **[Outside people were surprised]** Once again he identified fear as an issue. *"… uncertainty, lack of knowledge, fear – I find fear as important barrier. People did not want [so-and-so] to become Prime Minister because of fear. Fear that [he would do things] that is not supposed to be done."* **[Fear]**

4.10.8 Summary of first cycle coding – In-story analysis

The main highlight of the in-story analysis for Participant 10 is a strong emphasis on the need for Thinking and Problem-Solving Skills as well as the capacity to be Creative and Innovative, what the participant terms "thinking out of the box". He gave numerous examples in his stories. His stories also confirmed that courage needs a sense of sacrifice, as he himself was sacrificed in politics. And this has been found in earlier stories, when a leader focuses on the interests of the larger community.

However, in these stories a new dimension of the usual leadership skills come into the picture more strikingly and it is then found that even in earlier stories there were elements of leadership skills. Communication and negotiation skills as part of leadership skills in general are surfaced as also important to facilitate courageous actions. The same is true of the importance of support, because in his stories he talked about the lack of support he faced and that he suffered accordingly. Other dimensions such as Internal values and beliefs, Upbringing from parents, and Presence of risks were found. Furthermore, except for Story 3 which has a context of Identity Tensions due to earlier relationship breakdown, the stories are all in a Pro-active Vision context, mainly due to the participant's strong leadership.

4.11 Participant 11

Participant 11 is a woman who is currently CEO of an association of professionals. She is of British nationality but married to a Mauritian and she is in her early 50s. She worked for an airline company in the past. Three stories were extracted from her interview.

4.11.1 Story 1 – A fishy marketing budget which took six months to be obtained

In this story, she shares her experience of joining a big Mauritian group as a Marketing Manager believing in the image of the company as an ethical one when actually she found just the opposite.

When she joined the company *"The values that I thought that the company that I was joining had didn't seem to match when I got there. They did not like the sort of things that I was finding and … questioning. That's probably the most difficult situation I've ever had to face. The first thing you would ask for if you were a marketing director when you start will be obviously to see the marketing plan. And the answer is No, no there isn't. Then I say I want to know why we don't have a marketing plan. I understand from them that the situation is so rosy that people just come. They said it was also because they didn't have anybody in charge of marketing before. So my next question was, is there a marketing budget? … It took six months for them to give me a budget. And when I got the budget there were all sorts of things in there which were not marketing. I don't think I need to explain anymore. So when I said, what's this, what's this? there was deathly silence. And I said, well you know, I am not going to manage this budget and it's not going to be in my department unless I know what this is, and if it is what I think it is, I don't want it and it's not marketing."* **[Clash of values]**

She realised that she was on a collision course and considered compromising: *"I thought that I could perhaps say, okay my department is clean, okay even if the company is doing things, … but it doesn't work like that."* **[There is no compromised option]**

Ultimately, they took the initiative to ask her to leave although she would have left later. She said she *"had the courage to ask these difficult questions and important questions. They were extremely unhappy about being questioned, and that I should question them in any shape or form."* **[Courage to ask difficult questions]**

She took them to court: *"They were also extremely unhappy when I took them to court. And eventually I won my case, but it took seven years. And that's seven years that hangs over you, you know, when I lost that job I had a mortgage like anybody else. …it was about three months before I got another job …. But your reputation is damaged, people will ask why you left or why you got sacked. They don't know the history or the inside and as I was nearing the three months my bank manager was saying to me, you know, your overdraft, etc., … I went to see the CEO at the bank, it's been my bank for 20 years/25 years and he told me to sell my house."* **[Lack of Support]**

However she did get support from the number 3 at the bank *"who called me and said, come and see me, I'm going to sort it out for you. And he tided me over for another month which is all that I needed in the event I get something."* **[Support from unexpected persons]**

"But you see when you're a whistleblower or when you are out there on your own it can be very lonely." **[Feeling of loneliness]** *"And the problem is that the legal case drags on and on. So, if you are the major bread earner and if you have children at the time in your life, making these sorts of decisions require a huge amount of courage. The lesson that I learnt is that you have to get up and turn the page."* **[Turn the page and move on]**

She related the experience of her brother experienced something similar and never "turned the page" and she advised that if one can negotiate the exit it is better, although in her case she did not have that choice.

So she felt it is OK to have courage one must *"have some sort of practical pragmatism in that too. That's my view because otherwise you can throw it all away."* **[Courage with some practical pragmatism]**

During that difficult time, she got support from her husband: *"…well the only person that I really spoke to because it was so delicate was my husband, and he's one of those 20% – he said leave. … and I said, it's not right, it's not – you know, I'm a very conscientious worker. I said, I've got this and that to do, … let's look at it again, maybe you know, my department's okay, but I know what they're doing. He said, leave. So he was very supportive and that was extremely important. So I think also another lesson is to make sure that if you want to be a leader, … you need to surround yourself with people who've got the same values as you, and … positive thinkers as well you know, because if I had been surrounded by people who said,*

Aw! Goodness me, don't do that, what are you doing? … it would have been terribly much more difficult to take that decision." **[Support from family]**

Looking back, *"it was very tough at the time, but I think it was a good experience. I mean you learn … most … from the hardest times…And I do think it is how you face the challenge that counts."* **[Tough experience leads to Preparedness]**

4.11.2 Story 2 – Keeping calm when her daughter had a skull fracture

In this story, the participant tells about an experience she had when her daughter fell and had a skull fracture when she was a child.

She said that after taking her to a doctor, the doctor told her to take her immediately to a clinic. *"So the doctor said, I have to operate urgently, because if an infection gets in that's the worst thing, okay. And he said to me, you work for X Airline, you could take her to Reunion Island if you don't want to have it done here. So I said to my husband, what does that mean? Is he trying to tell me I should take her to Reunion Island, why would I do that? How can she travel? … We called in a friend of ours who is an ear specialist and he said to me, this doctor – this surgeon, he's the only neurosurgeon on the island, he's excellent, but he's got no relationship skills. He said, he's excellent don't worry I'll be there."* **[Indecisiveness due to person's lack of relationship skills]**

She and her husband both showed a lot of courage: *"The courage that … was required by my husband and I at that time was crucial. We kept very cool, we kept very calm, we really worked together and I don't think that she suffered, … that's because she was in the right doctor's hands, but there was no psychological damage. I think you see a lot of people in that situation, they might have broken up you know."* **[Collective decision/action involves peer support]**

Afterwards she broke down and cried but not in front of her daughter.

She said that in challenging situations, one needs support for courage to surface: *"So I think you do need courage – in these very challenging situations it can be very difficult, but you need support."* **[Support from family]** She added that in such situations, one is lonely to act: *"because when you're in such a situation normally it's very lonely, it's very lonely whether personal or other."* **[Feeling of loneliness]**

She concluded by saying: *"that's why I think you need to have a good support group around you, people that you can trust, people that you can respect, people who share your values – for leaders is very important, and not being surrounded by people who just say yes. So I think constructing the right team of people around you is really important, yes."* **[Leaders to have support group who share their values and not yes men only]**

4.11.3 Story 3 – The rude PR agent

This incident occurred around one year to 18 months after the participant had moved to her present job. Her association was working with a PR agency and the incident happened with the PR agent at a conference her association was organising. On the first day of the two-day conference the PR agent arrived at the hotel and this is what happened.

"... the woman on the security at the gate asked him if he could park outside, and he got completely mad and he actually insulted her, and told her that because he was not – whatever ... he cannot be allowed. And that she was discriminating against him .... And she simply tried to explain to him that there wasn't any room left, and his name was on the list, but there was no room left although we'd given them a list of VIPs who could bring their car in this limited parking. He got very upset ... and the whole thing sort of spiralled. I went to speak to him and really to calm him down because he was due to go into the conference to speak, and he turned around to me and said, but you are mere colonial white, whatever, okay. And I said to him, I think that's totally unacceptable, and I didn't do anything to cause this situation, because he said I didn't put his name on the list and I did it on purpose. I said to him, listen we're not going to talk about this now." **[Identity clashes]**

Anyway on the Sunday evening when the conference was finished he sent the participant an email which was completely abusive, and she responded to him right away because she was very mad at this point, and said that this was totally unacceptable and that she had done nothing to deserve these comments, that his behaviour towards her during the conference was also unacceptable and she thought that it should be taken up by the board next.

But on Monday morning at eight o'clock the participant received a writ as he was suing her personally. So she had to inform the chairman and there was an emergency board meeting: *"the board decides that they will have a sub-committee not the whole board to sort it out, which is fine, but at the first board meeting I was also expecting 100% support for what has*

happened. I didn't get 100%, I got 60/70%, but there were two or three people who were saying well we need to think about [the PR guy], and blah-blah-blah and I was saying, wait a minute, what's going on here?" **[Support from above was not obvious]**

She concluded by saying *"Anyway there was a sub-committee, but … what I felt at that time … that there were two or three people who when it came to be challenged, they lacked the moral courage to stand up. They didn't want to have anything in the press, they said they were afraid about the reputation of the MIOD, but they were more afraid about their own reputation."* **[Lack of moral courage to stand up]**

So she also learned a few things from that incident, namely that it is in a real crisis that you can distinguish between those who have the courage and those who do not have it.

4.11.4 Story 4 – The Scandal

In this story, the participant tells about a very difficult situation which happened in a previous company she was working as Public Relations Manager. It was about a scandal which became public and led to the resignation of various senior executives of that company. Participant 12 also speaks about that same scandal from a different perspective.

A Board meeting was called when the scandal became public *"and I almost had to lock some of the directors in the board, because I had to go out with a press release okay. I said to them, this is the situation, the Chief Executive is in difficulty and gave them in the whole position. These are the accusations, the CEO could be arrested any minute…We've had three directors who already implicated in this affair and who will be arrested. Probably, I think we need their resignations, but we need a communiqué, okay. Our lawyer says 'no comment', I said, 'that's unacceptable'. He said 'best to say nothing'. I said, 'that's unacceptable, here's a draft I want you to approve it.' Four of the directors wanted to leave. …They didn't want to be part of any decision. … And I said, 'I am not going to lock the door, but I am going to leave you to make the decision, and I'm outside the door.' And eventually they did and they approved the communiqué … but can you see that in those situations people literally wanted to run away. And these are big guys and so intelligent."* **[Fear]**

She concluded by saying *"So I think that it is in a true crisis that you see …who your friends are. So … once you've been in a crisis you know who you can count on. …who are the ones*

that will stand up and who are the ones that will fall. I think that there is always a good side to these things, but you know you have to look for the – and one door closes another one always opens." **[Tough experience leads to preparedness]**

4.11.5 Summary of first cycle coding – in-story analysis

Participant 11's in-story analysis shows more or less the same aspects as in earlier stories. The main point that emerged is that in situations calling for courage one is alone and one needs a network of support so that the courageous action can be sustained. The in-story analysis is consistent with what earlier participants said, that tough experiences lead to preparedness. In Story 3, the issue of identity clash again comes to the forefront as what led to the courageous action of the participant. Stories 1 and 3 were set in a context of Identity Tensions due to a clash of values, while stories 2 and 4 were in a context of Response to a challenge.

4.12 Participant 12

Participant 12 is the CEO of a big group. He is of white origin and spent most of his childhood up to university studies in the UK. He is now CEO of his group and is in his early 60s. Three stories were found in his interview script.

4.12.1 Story 1 – An example of a very ethical person dealing with Government policies

In this story, he speaks about Participant 9 as a very ethical person. The two were contacted separately and did not know that the other was a participant in the research. He said: *"A friend of mine, [Participant 9], I think he's a very ethical person, and you know he sits sometimes in very difficult positions, being the spokesperson of private sector. Sometimes, it can be obviously very tricky and I believe that he's a person who has always got a very ethical line in terms of how he treats things, … He's in the private sector institution, but he keeps it very, very straight. Well I mean when you look at the way the government try to bend rules – I think the ways he deals with this is good and at times he has to say no."* **[Being ethical]**

He noted that courage does not mean you need to lose respect for the other person: *"… one also must understand that getting on with people is very important, and courage doesn't mean you actually spit on the face of someone on the other side. While it is not always easy,*

we can have consensus. In certain areas where you can't have consensus, there's actually no point in going out and looking for fights. Now there may be moments that you have to send people to hell, but you must also behave in a way that the person who you are relating to and the person you are talking to ('interlocuteur') in turn can come back and agree with what you've said. So courage also means that …you … have to be there to understand the person, and there may be some compromises, you might have to make, but you know, you've got to look for common ground. It is very important to have that open approach." **[Courage is not about fighting with the other party]**

4.12.2 Story 2 – Opening up recruitment to non-whites

As background to this story, the participant wanted to emphasise the following: *"I was born in Mauritius. But then I was educated in UK and I actually worked for four years in the UK and then came back here when I was 26 or 27. And you know, I'd grown up in a different society where things worked differently."* **[Previous ways of living and grooming]**

When he started work in Mauritius in 1973, the business community was very closed in terms of recruitment. It was very much a *fils à papa* situation (son automatically takes over from the father). It was mainly a family business. And the worst, he said, was that it was seen as: if you were white you could get in, but if you were black you could not. And people of Hindu faith not at all.

So he said that throughout his career at [that company] they had a sort of open policy: *"[It] is and was a national company in those days and it was one of the important companies within the economy and we had an open policy in terms of recruitment, in terms of promotion and we were very much the first to do that, you know."* **[Interests of the larger community]**

He claimed that *"we believed, or I believed that if we were going to be a national company we have to behave in a national manner. You have to actually open up to the whole Mauritian community."* **[A sense of ownership]**

He remembers, interestingly, that about 20 years ago when they did that, the Hindus said they were not getting their share in terms of jobs, etc. Today, that has all gone. Now there is *"a bit of a Creole thing"* – the Creole not getting his fair share, etc. But in terms of the other ethnic

groups in Mauritius the participant thinks there has been a significant improvement. That wasn't the case, if you go back 30 years. So he thinks he actually showed courage.

He remembers once when they recruited with an open policy they had quite a lot of Chinese employees. *"One of the ladies came up to me in the canteen one day and said, what is happening, it seems that we are having a 'Chinese shop' here. Anyway, so I took no notice of her. So yes, that was some courage. It's not a huge amount of courage, but…"* **[Questions by some remote internal stakeholders]**

However, they got support *"from my peers, managers or from the chairman or directors … This is why I say, you've got to actually always work towards consensus."* **[Internal Support helped]** But some of the managers did not believe in it, *"but you know, when we started having the recruitment, we had a process. So you have to get it through a process, and the moment you start the process then you get understanding. So that was a little bit of courage".*

4.12.3 Story 3 – The Scandal

Participant 12 described this incident as one where he had to show real courage. It was about a scandal in the early 2000s concerning his company and a related company. He had been on the board of the related company for three or four months. And in that company *"… the Chairman … and the CEO … didn't get on for whatever personal reasons. And in fact I was well aware that they didn't get on and I actually did offer myself as an intermediary."* **[Conflicts]**

Around the same time, there was a rumour that a trade union leader had some confidential information and was about to disclose it if the company did not act upon it. No action was taken and thus the whole scandal erupted.

It was revealed that the Chairman, a senior officer, and two other directors were involved. After explanations to the board, the chairman (HT) was asked to step down and a board member, PO, took over. At a board meeting, PO insisted on hearing the truth from HT and having it on record. HT came with his lawyer, who happened to be the company lawyer as well, and the board did not like it.

On the same day HT called the participant into his office where GT and another senior officer PR were also present. *"And he says you know if [your] will accept that they had taken the*

money there would be no problem. So I said, but HT I'm sorry there would be a serious problem, and secondly if we did take it, where is it? You know, frankly I cannot tell this – I'm not going to lie." **[Being true to oneself]**

Then a certain ex-minister came to see him and tried to threaten him. *"He said 'You've been very brave today, but you're going to find that your life is going to get much more difficult in the future.' So I said, … 'what's the solution?' He said, 'Well the solution is you must say that [your company] took the money. So I said, no, sorry but [they] didn't take the money. I'm not going to lie and I'm going to tell the truth, … And he said to me, … 'Your life is going to get very, very difficult in the future …and I strongly recommend that you do what I've said.'".* **[Threat from another person]**

Again the participant resisted and said no. For him the truth was what mattered. He took notes of that meeting and even went to see his lawyer about it, who approved of his stand. He received more pressure. He continued to refuse and he began to question whether he was being courageous in his actions. He went through a difficult phase. He was threatened by the "powers that be". Ultimately his persistence paid off and the political people left him alone. This was something which he is proud of, as his stand in this scandal was good for the prosperity of his company.

"And frankly I think the stand I took was good … because … the Board of [the company] were absolutely unaware of this black box. It was the system that was being abused and because it had been run for XYZ, for the politicians, by some [company] people… And you know, it was obviously very important for the survival and the prospering of [the company] that this was the case. Now the moment you start playing all sort of games your credibility will go down." **[Focus on institution despite pressures]**

During that period he was alone dealing with this management crisis. Every day there was an article in the press. Fortunately, at that time another person joined the company who was quite knowledgeable about crisis management. He helped the company set up a crisis management team which met regularly, trying to understand what was going on and following the press amongst so many issues: *"He said, … 'the most important thing is we've got to be ahead of the game, we mustn't be reacting we must understand what's going to*

happen or try to understand what's going to happen, and then we must take actions before so that we don't get caught short.'" **[Decide based on rational analysis]**

Forensic auditors were involved and a report was given to the press. The participant said it seems funny now when looking back but it was really a tough time and one had to be really courageous to deal with this situation.

He did not go to the Prime Minister, which he now thinks he should have, but at that time he was afraid of HT's connections with the Prime Minister. But the result was that [the company] rose again after the scandal.

In the midst of the scandal a colleague and a friend were saying to him: *"one news chases another news, so in fact something is news today, it's [dead] by tomorrow and in fact you've got to be careful not to make things live beyond what they would normally live if you react wrongly."* **[Need to act smartly after rational thought]**

During that time people around the participant were happy that they were not involved in that scandal. In fact when DT resigned as Chairman, the latter was not happy that he was not supported by the participant but today their relationship has improved. When the new Chairman took over he was supportive but *"I was well aware that I was a fusible that can burst out, you know. If you look at the actual situation – I mean the most important thing, the institution must be set right and in saving the institution there may have to be some sacrifices. And obviously I was in the first line of sacrifice as the CEO, which I was aware of. ... It actually makes you work harder, because you know I had just started [there]. ... none of this was my making you know. It was something I had inherited."* **[A sense of sacrifice]**

He said that he *"could not speak to anyone except my wife as my children were too young or was not here. Now my wife, yes. I mean I would talk to her about that every day ... So she supported me."* **[Support from family]**

Additionally, he said that *"[The company's] bigger team were very supportive. I mean okay they were shocked but at the end of the day, [we] had an image which was very good in public, which obviously took a blow. But the actual staff of RC ... took a blow as well, but there was some solidarity you know. They believed in [the company], they didn't want to believe in what the press was saying."* **[Internal Support helped]**

Despite all this support he realised that at the end of the day it was his head that was on the block. But he said that the situation was resolved because of the crisis team and the effective communication they did.

4.12.4 Summary of first cycle coding – in-story analysis

From the in-story analysis of Participant 3's stories, the importance of leadership skills is again highlighted in terms of the need for communication during a crisis where courage has to be harnessed, and rational thought. This is also consistent with earlier stories about the importance of focusing on the institution despite pressures. Once again the role played by support in the courageous action is seen, as well as a sense of sacrifice. And concerning the context, the context of Story 2 about the recruitment of non-whites in a white-owned company is Identity Tensions, while Story 3 is in the context of a Response to a Challenge.

4.13 Participant 13

This participant is a very bright person and was a senior civil servant until he resigned some years ago. He then stood as a candidate in a general election, was elected and became a minister. At a subsequent election he was not elected, and later the Government appointed him as CEO of an important regulating authority in Mauritius. Two stories were extracted from his interview.

4.13.1 Story 1 – A man who may be ahead of his time

In the mid-1990s when this participant was in Government, he led the production of a budget that was very bold. *"Maybe it was just too far ahead of its time and the people and other team members were not prepared to follow me down that route. But I don't think it is courage. Personally, I thought that I was just doing my job and I was just being faithful to the mandate that has been given to me."* **[Faithful to my mandate]**

But the rest of the government did not follow him, "and if sticking to the budget would have provoked a breakdown of the coalition at the time, which was what was going to happen, then the government would unfortunately have to back-pedal. So it doesn't pay to be out on a limb alone, it depends very much on the job that you have to do." **[Lack of Support]**

He said that he *"never felt as lonely as I felt then in my life. I did not speak to people at that time because I don't want to complicate things. I did not even speak to my wife as I think government matters you don't discuss."* **[Feeling of Loneliness]** "*You can consult people on the way, but there are some decisions you have got to take alone, and once you have taken them you must live with the consequences, good or bad."* **[Living with the consequences of risk-taking]**

He really thought that they were in the first year of a major change in government, and it was a question of doing it now or never. *"... if it is going to be unpopular, you do it in the first year, and after that you coast along and live with the unpopularity until the next election comes around."* **[Thinking and Problem-solving skills]** *"If it had been a single-party government, it would have probably gone through because the name of the game of any government is survival first and foremost."*

But generally he did not think of himself as showing courage. *"I was just doing my job, doing what the situation called for. ... Courage is seen by the external people not by the person doing the act. That was my duty to do that and whether it gets through is a different thing. All the time that's what I have done. People may or may not like it, but I am giving it my best shot. If after the event you find I made a mistake, well just too bad. That is what I knew best at the time."* **[Faithful to my mandate]**

When he thinks about this event today, well obviously it was a wake-up call to him, but he learnt the reality of coalition politics, which is something that he had no interest in before, and he thinks coalition politics is here to stay in Mauritius. So it has its own sort of requirements that you have got to live to. It was a crash course in coalition politics.

It did not make him bitter: *"not at all, ... So I live with it, so we just do 'turn the page' and you move on. It doesn't matter if you failed at something, each time you fail you get up and try again. That is what we call resilience. And you learn from each mistake you make."* **[Living with the consequences of risk-taking]**

4.13.2 Story 2 – The unwanted bank manager

This story is about the experience the participant had when he was nominated to lead a very high profile bank in Mauritius. From the beginning he had a succession of problems. *"On the*

first day of my nomination the then Minister of Finance resigns. So we started off on the right foot, and when I actually came here, I had a Board appointed by him. In the meantime the Board came after me now." **[Taking on a new responsibility]**

He said that it is one of the very few banks in the world where the Chairman was taken to court by his board. There was a case of a staff member who was suing the bank. They denied the participant as Executive Chairman of the Board the right to decide who should defend them in the case. The board got involved, in that it took a decision on staff matters, which was illegal. And this participant was brave enough to fight. Theoretically, it was the bank represented by the secretary of the bank acting on behalf of the board versus the Chairman, proxy Mr X, who was suing the bank.

"The board had acted illegally, but the board believed that they were acting legally because they had the majority. And my second deputy voted with the board, my secretary supported the board, so I was in the minority with my first deputy CEO ... everybody wanted our departure. They actually gave a press conference on the pavement to ask for my departure." **[Lack of support]**

But the participant said that the meeting held was illegal. So he sued them, it went to court and he won.

But at the same time the Minister continued his campaign that the participant was doing the wrong thing. *"So he started another campaign ... then he change the game a little. He said ... 'this man is making wasteful expenditure, he is drinking champagne all day and all night,' ... all types of things, and people buy it as it makes news."* **[Campaign against me]**

Coincidentally, the court decision came at the same time that his term expired. And then of course there was a commission of inquiry which was established while the court case was going on. The staff and the unions also had a case against the participant because they now claimed to be depressed because of so much negative coverage of the bank in the newspapers. So the participant had staff unions, the Deputy Chairman, the ex-Minister, the press and the board against him.

"so I stuck to what the law says I should be doing. I don't write the laws, so I stuck to the law... However, I don't think it was courage, I was just being faithful to the law, faithful to

the mandate I had been given, to the mission that I have been entrusted. You can call it courage, … others have called it arrogance, but whatever it is, if it is stubbornness or arrogance it is supported by the court of law, by the supreme court." **[Sticking to the law or rules]**

When all this was going on he got some support but he stayed away from ministers. *"I had support from people, … from all my circle of friends, most of them. Not all were telling me that I am doing the right thing. Some did tell me that perhaps I must tone it down a little."* **[Support from close community]**

But this did not influence him. He had all kinds of friends who offered to act as intermediaries between the minister and him but he said to them that they had already met each other and that they simply disagreed. But so long as the law required him to do this, and he was the only person in the country who was supposed to do it, he had got to do it. And if he did not do that he would be failing everybody in the country.

4.13.3 Summary of first cycle coding – In-story analysis

In this story analysis, there is a vivid example of the actor who had to live with the consequences of risk-taking after taking a very bold move while being a Minister. A new dimension linked to independency and ownership factors was unveiled, namely being faithful to one's mandate and sticking to the law or rules. This is somewhat similar to abiding by rules and regulations in an enterprise, as reported by Participant 4 in one of his stories. Otherwise many of the codes seen earlier were found in this participant's two stories. Furthermore, in Story 1 it appears that the courageous action happened in a context of Identity Tensions involving clashes with many stakeholders.

4.14 Participant 14

This participant is an activist in Mauritius. He is the Director of an NGO actively engaged with AIDS. He is in his mid-forties. In all, five stories were extracted from his interview script.

4.14.1 Story 1 – Having a purpose in life

In this story the participant described how he started the NGO he is leading. The first reason he said is linked to his family contacts, and his personality, which is a result of his culture and

his grooming: *"So when I learned I was HIV Positive I thought I could not keep that to myself and leave it a secret and it was something important, we were in 1994, there was no medication it was a kind of death sentence. Well I was expecting some very hard moments and therefore I was far-sighted or realistic about the fact that I would have needed my family and friends support. You know, I immediately disclosed to them, to my relatives, my friends, my family, to the people who count for me."* **[Upbringing from parents]** *"And I never had any rejections or ideology, I had tremendous support and care and non-judgmental approach and really supportive people around me. That is one factor."* **[Support from family]**

The second factor may also be linked to his family, which is not a "big shot white" family as they say in Mauritius, i.e. a family that is super rich. But his family was OK and was saying: *"we are here, if you need anything … don't you worry about all the medical aspects of HIV"* **[Support from family]**

The third contextual issue was that his mother is French, therefore he had dual nationality. His doctor told him to go to France or Reunion or India if need be, but not to stay in Mauritius. So, he went to Reunion Island. It was actually that which gave him the impetus to start what he started, because *"when I was leaving Mauritius I said to myself, well okay I am going to Reunion to try to fight this blood virus with some excellent doctors and treatments, although the treatment was not that good at that time, but it will still be a kind of 'lost battle' - … I was going to go there and die there, and I was angry about that. I said my country is Mauritius and if I had to die I want to be there with parents with my brothers, with my friends you know. So I was not happy about the situation and in Reunion Island, I met there amazing people, among whom, people living with HIV who were engaged in an organisation to do support – peer support amongst people with HIV, but also advocacy…. So that was an eye-opener and I said wow!, that is something that talks to me and it came to my mind very quickly that well this is what I want to do, even if I'm going to die within five years, I want to give on my life, I want to give a purpose to what is happening and to me because before that I was a cabin crew with a very easy life with no worries, no problems etcetera. And now I am confronted to a different reality and you see how much there is to be done and a simple action can make a huge difference. So I said well let's go for it."* **[Inspired by what others are doing]**

He thought that he had courage because he did not suffer from any stigma or discrimination. He did not have to fight to get medication or medical help. It was there for him. So he had the luxury to be able to think about something else and go beyond the level of basic needs. But there were lots of people in poor or middle-income countries where they did not have treatment. And therefore they had to focus on their health while they were working and [trying] not to be fired from their work because of being HIV-positive, being scared of family rejection, scared of all these basic things. But the participant did not have these problems.

So he had this opportunity to think of more extended challenges/issues, *"like what is the sense of life? Why am I here? … what am I going to do with the time that He has given to me, because I'm not going to die by tomorrow, but in a couple of years or maybe more, so what is the sense of all this? And I am asking myself questions, and I have the answer and it came, it was very clear, so well you can, let's go, let's do it, and we started very small, but I felt and I am feeling that energy of conviction about what I am doing. I know why I am waking up every morning, you know there's that energy."* **[Having a Mission/Purpose in life]**

This is a huge energy because sometimes, when he is tired or feels lazy, this energy helps, together with a strong conviction. Furthermore, he is always surrounded by conducive people who help him in his mission. So the participant feels that he was not a super courageous person but just made the right decision at the right moment, and with the help and support from his environment, brought that crazy idea of doing some social work for mankind.

The participant reflected that *"It is not like social work. It is more about the rights of people, it is more about making a society or a country change for lack of suffering, for more equality, less discrimination and you know when you are talking about HIV we are not talking about only a medical issue. You have to tackle lots of issues like prisons, sex work, and having sex with men, drug use especially in Mauritius and all these issues pertaining to repression, criminalization, human rights. Therefore, I learnt a lot, and you never get tired because it's never boring as it's so wide that there's so many things you can do."* **[Greater Cause_Interests of the larger community]**

When he started that work many years ago he was scared and anxious, not of things like visiting drug addicts, but because *"from the moment that I realised that I am going to go in that direction, I realised that my private life was going to be different, that very soon I will*

have to face the public eye. I will become a public person very quickly because you have to use the media." **[Fear]**

Even before he disclosed his status in 2001, he was a media attraction because he was speaking about "taboo" subjects such as sexuality in a way that was not in the conservative moral approach but a more informative, non-judgmental approach. So the media straightaway loved that and he got media support to raise awareness. So this was his anxiety and fear. He knew he was a shy person. However, his past experience of working as member of a cabin crew helped him to overcome that. But he thought it would have been more problematic than that. This was because he had really good support.

He realised that *"the fact that I was HIV Positive was an asset – and that I had to share that, so I would have had to talk publicly as someone who is living with HIV. Therefore knowing Mauritius and knowing they wouldn't have the contexts, it will be something, a shock to die."* **[Thinking and problem Solving Skills]**

The participant remembered the precise moment when he said to himself, that's what he was going to do: *"It was crystal clear, crystal clear, so clear that I was you know shaking and I was nervous, and I said okay, so I cool down and I write down, I put my ideas on the paper because otherwise I could not go to sleep, and then the next day I woke up I said well yesterday at night I wrote – I read what I wrote and I said, who is this? It was clear, and I you know step one, step two, step three, step four and things unfold so quickly and with so much support it was like all the world was conspiring for me."* **[Being focussed and with perseverance]**

So, his NGO was launched in the mid-1990s.

4.14.2 Story 2 – Finding courage every day from somewhere

In this story the participant talks about how in his new life he was being labelled and he had to face that on a daily basis. *"In that new life that I am having since the last 15-20 years that I have been directing my NGO and engaging with society, other NGOs, people working, drug addicts and so on, I was labelled like most people put labels all the time on other people"* **[Being branded by outside stakeholders]**

So he has to find the courage he needs every day, when he has to face a situation of public speaking or misunderstanding by the community because they have expectations that his NGO cannot fulfil. *"I did find the strength internally because I know why I am here and I am convinced about what I am doing and it is this conviction which helped me."* **[Self-Conviction]**

He also refers to spirituality in his daily need for courage. *"although I'm not someone who is going to Church or practicing any dogma, religion which is systematic (I've been raised in a Christian family), I do have a feeling that there is something beyond and that in tough moments I am you know, seeking energy from another source, and I receive it. Is it because of the Cosmos or whatever or is it just I don't know, you know, a little bit they helped you to get rid of the nervousness, or is it direct support from Angels watching you, I don't know, but I also get that energy to carry on."* **[A feeling of spiritual push rather than courage]**

He added that when one has the passion of one's convictions, the nervousness is side-lined. *"When I had a few, very few cases of abortions, infections or some health issues that make me a little bit nervous, I shared that anxiety with the people around me and so I had the support and then I had the trust with the doctors who were following."* **[Support from close community]**

The participant said that not everyone was happy with what he and his NGO were doing because of jealousy or because he is impacting society in ways that most conservative people don't like. So, there are probably some attacks but they are not frontal. But someone who is not convinced by what he does can be impacted as well by these attacks.

4.14.3 Story 3 – Feeling so small at an international conference

In 2012 at an International Conference the participant was the Community Chairperson. And he was in a very, very strong and important position. There were five very important meetings and there was a big research team from John Hopkins University. It was the first time he felt so much intimidation, but they did not intimidate him because they wanted to. He was intimidated because he felt small. He was asking *"Who am I to be sitting here?"* That paralysed him a little bit. But he now thinks that with some foresight he could have done more or differently, but maybe because of fear of appearing ridiculous by saying this or that, he did not open his mouth enough. He feels he was not pro-active enough on some issues.

That is not what people said, but that is what he felt when he tried to question himself. And everyone said he did a great job. But it was a fantastic moment, brunch at the White House and he met Mr. Obama, President of the United States.

4.14.4 Story 4 – Disclosing his HIV-positive status publicly

This story is about the time when the participant disclosed his HIV status publicly. People said that he was very courageous, *"but … it was for me very clear from the start that I am going to do that. So I prepared myself a lot and I talked to my parents, … my doctor and said, what do you think? They said you know, are you sure you want to do that? Don't you want to wait a bit?"* **[Prior preparation]**

So it went on undisclosed for some time. At the beginning he was not happy with their reactions and also a bit angry because he could not understand why they wanted him not to make that disclosure. He thought that it was important that he disclosed. And these people around him were white people that he trusted. He was young then: he was in his mid-20s. So he waited for five years before he disclosed publicly.

During those five years lots of journalists came to him and said they wanted to meet people with HIV, *"and I said to some of them, well, listen, I am living with HIV, but I have decided not to talk about it right now, I will. Please respect my choice now and when I will, you will be informed. They said okay and they all did you know. But when I was on a radio programme and people was calling and say, oh you know, how do people living with HIV react in this or this situation? And I said, I always believed we are all people living with HIV… So it was weird … So I was uncomfortable because I was feeling kind of dishonesty for 'not saying the truth'. And for me honesty is so important. But people wanted me to say, oh watch out, you know, being public about your HIV status changes a lot of things."* **[Internal Discomfort]**

But at an HIV Conference in Trinidad and Tobago, he had a session on internal stigma and about why people did not disclose their status. *"There was a two day workshop on internal stigma, and meeting people from all around the world was amazing. And one of the questions people were asking is, okay, if you – tomorrow you disclose that you are HIV Positive, what is the reason why you're not disclosing? Try to put it on the paper why not? What can be different and what will be your strongest fear you know if you disclose, and actually my*

strongest fear at that time I think was to lose my job. I was with XYZ…on a part-time basis….it allowed me to … work for my NGO, and have a part-time work that gives me a bit of money, be able to fly and see international contacts which is a help. It was a perfect situation. I did not want to lose that and I tell you that is the reason why I did not want to disclose publicly. And then the workshop was so good. First of all I realised that there was a process here in that conference that helped me to decide to disclose. … There were people from backgrounds [that] are extremely difficult, people from Haiti, people from Uganda – and we were talking poverty here, people who want to change their country. I was really impressed about their courage and you know, wow and I'm just afraid about XYZ firing me! …If you believe in what you do you have to do it – if XYZ wants to fire me, I'll sue them, no worries, for discrimination you know. So when I left the conference it was quite clear that I had to disclose." **[Inspired by what others were doing]**

And then a short time after that he heard that the government was about to provide treatment – the advocacy he had been making for the last four years was paying dividends and the government was ready to give free treatment to all people living with HIV. So he thought that this was the moment, as he could speak as someone living with HIV, and say that medication works. That was a good reason, so he did it on a meaningful anniversary. Prior to the disclosure he talked to his doctor and a couple of close persons and they realised that he was ready. He did not want to talk to too many people as he wanted to have a surprise effect and also he did not want to be influenced by too much negativity or fear from the other people.

The participant concluded by saying that it is definitely conviction that leads to courage. Sometimes, he had anxiety or a panic attack when he realised for instance that though he had been advocating for methadone therapy since 1997, the Government adopted it only from 2006. It took a long time but today of an estimated community of 10 000 people who injected drugs, 6 000 are now taking methadone. So this 6 000 people are no longer giving money to the people who control the drug traffic.

4.14.5 Story 5 – Finding himself against drug traffickers

In this story the participant explained how the activities that he had been engaged in for 15 years have put him in danger. *"In 2007, as more drug addicts are taking methadone, they are no more giving money to these drug traffickers. So this is a lot of money – we're talking*

about billions of Rupees less for the traffickers, so I think you know, people are going to say, well this little white boy and his team is causing trouble to the traffic and we are going to make him pay for that. Furthermore, as I am also at the origin of the Rainbow Parade in Mauritius, a very conservative island where everything related to gay/lesbian/bisexual and transgender is a huge taboo, we got death threats fuelled by those extremists. …So we had private security in the march walking around me all the time, but ok they are here during the parade, but during the day when they are actually gone and when I am walking in the street, you can have others coming from anywhere." **[Threats from another person]**

And two years ago the threats came back, not aimed directly to him but he is affected. He said that he does what he has to do. There is always a reason why he and his team are doing things. He is ready to engage in dialogue with anyone and it works. He says if he is wrong, tell him and he is ready to talk about it. He will accept for sure if he is wrong. But he is not in that fear mode all the time because otherwise one would not do anything. Fear kills the mind, spirit, and one's thinking and one has to overcome fear.

Therefore, he said, one has to be realistic but then one has to say that this might be a risk or that might be a situation where one is afraid, and one has to find out why and try to overcome it. He concluded with a French saying that means something like: *"Only those who do nothing make no mistakes … Making mistakes is part of life. You need to do things and you can make mistakes"* **[Need to act smartly after rational thought]**

4.14.6 Summary of first cycle coding – In-story analysis

The in-story analysis for Participant 14 is quite revealing in many aspects. Firstly, it shows how upbringing and family support are important factors enabling courageous actions. This is consistent with previous stories analysed above. In Story 1 for this participant, the reason for him to take a courageous stand and do what he did was inspiration from others, which was not found in other stories. The second most important factor highlighted by the in-story analysis is having a purpose or mission in life, something bigger than what the person is. Thirdly, the value of conviction during a courageous action was re-enforced by his stories. Fourthly, the positive role of support is confirmed in his stories. And finally when he said how crystal clear things were, he confirmed the importance of being focused and with

perseverance. With the exception of Story 1 which is in the context of a Pro-active Vision, this participant's stories were in the context of Identity Tensions.

4.15 Contexts of the courageous experiences

From the first level analysis of the stories, four main contexts were found to exist: Change, Identity Tensions, Pro-Active Vision and Response to Challenges. The table below shows this categorisation.

Table 4.1 Main context of each story

Participant	Story	Title	Broad Context
1	1	The challenge of changing an operational model	Change
	2	Leaving a long-standing place of work	Change
	3	Preparedness to be President of a Rotary Club	Response to Challenges
	4	Wishing he had had the courage to leave his job earlier	Identity Tensions
2	1	The challenge of decisions around operations in Madagascar	Identity Tensions
	2	Turning around a department	Change
3	1	The whistle-blower that lost his job	Identity Tensions
	2	Opposing the introduction of summer time in Mauritius	Change and Identity Tensions
4	1	May 1995 student march	Identity Tensions
	2	The pride of speaking Creole	Identity Tensions
	3	Challenging Lord Robbins at the London School of Economics	Response to Challenges
	4	His affiliation with the Trotters Club and the risk of not getting a job	Identity Tensions
	5	My early days of harassment at the Ministry	Identity Tensions
	6	Challenging the decision to work on Saturdays	Response to Challenges

	7	His experience with an unprofessional Director and useless leader	Identity Tensions
	8	Applying for the post of Director at an institute supervising the manufacturing sector and its subsequent challenges	Identity Tensions
	9	Challenging his chairman concerning a recruitment and its consequences at budget time	Response to Challenges
5	1	Student unrest	Response to Challenges and Identity Tensions
	2	The courageous female	Identity Tensions
	3	The tough woman	Change
6	1	From a manager to a family bakery business	Identity Tensions
	2	Fulfilling a dream of owning a bookshop	Pro-Active Vision
7	1	Challenging a government business giant	Pro-Active Vision
	2	The bold decision of developing an ERP software from scratch	Pro-Active Vision
	3	Fearing a joint venture	Pro-Active Vision
	4	Mounting a software development venture in India	Pro-Active Vision
	5	Mozambique venture	Pro-Active Vision
8	1	An investigation which brought instability	Identity Tensions
	2	Joining politics	Identity Tensions

	3	Resigning as Minister	Identity Tensions
9	1	Saving money to buy a bicycle	Pro-Active Vision
	3	Taking a stand against a friend CEO	Identity Tensions
	4	Dealing with a bully in Standard 6	Response to Challenges
	5	Facing up to bullying skinheads	Response to Challenges
	6	Rescue plans during the recent financial crisis	Response to Challenges
	7	Lack of courage in a train	Response to Challenges
	9	Lunch with Margaret Thatcher	Nil
10	1	Challenge associated with structural reforms at the end of an economic cycle	Pro-Active Vision
	2	The change from a universal subsidy to giving more to the poor	Pro-Active Vision
	3	Can one talk about courageous leadership when one is in front of a wall and has no choice but to take that difficult decision?	Identity Tensions
	4	Air Mauritius and the “milk run”	Pro-Active Vision
	5	Discrepancies between the private and public sectors	Pro-Active Vision
	6	The case of the sugar export duty based on turnover	Pro-Active Vision

	7	Appointing Ministers out of Parliament	Pro-Active Vision
11	1	A fishy marketing budget which took six months to be obtained	Identity Tension
	2	Keeping calm when her daughter had a skull fracture	Response to Challenges
	3	The rude PR agent	Identity Tensions
	4	The Scandal	Response to Challenges
12	1	An example of a very ethical person dealing with Government policies	Nil
	2	Opening up recruitment to the non-whites	Identity Tensions
	3	The Scandal	Response to Challenges
13	1	A man who may be ahead of his time	Identity Tension
	2	The unwanted bank manager	Nil
14	1	Having a purpose in life	Pro-Active Vision
	2	Finding courage every day from somewhere…	Identity Tensions
	3	Feeling so small at an international conference	Identity Tensions
	4	Disclosing his HIV-positive status publicly	Identity Tensions
	5	Finding himself against drug traffickers	Identity Tensions

This finding means that basically leaders act courageously because they find themselves in one of the four contexts: either where identity tensions are at play or there is change happening or they have decided proactively to move towards a goal or they are responding to a stimulus in the environment. Moreover, there can be more than one of these contexts for a particular experience. In this pool of participants it appears that most of the stories have Identity Tensions as the main context. The reason for this may be the fact that the leaders are from Mauritius, which is has a multi-racial population, as explained in Chapter 1.

4.16 Conclusion

This chapter presents the output of the analysis of the transcripts to extract stories according to the approach described in Chapter 3. It gives the reader the background of the leaders who participated in the research as well as their stories (edited to make them more readable) of courageous actions of their own or of others in their environment. Some stories were quite complex in nature and were very detailed while others were quite concise or could be made concise without losing anything of importance. The stories include verbatim quotes with the codes they elicited. From this first-cycle coding, some commonalities have already appeared, which have been highlighted at the end of each participant's section. As more stories were coded it was seen how gradually fewer new codes were generated and how similar codes and therefore similar themes started to appear.

The outcome of further analysis will be presented in the next two chapters.

Chapter 5 Cross-Participant Analysis and the Development of the Courage Manifestation Cycle

This chapter describes the cross-participant analysis of the stories that was carried out in order to surface themes common to participants. This comprised the second and third cycle of analysis (phases 5 and 6 of Figure 3.1, and as described in 3.9.3).

This process generated a number of themes. The analysis of the themes will be done in two steps. Firstly, each theme and sub-theme will be presented together with the evidence from the stories. For a sample of themes, it will be shown how the first order concepts (codes) are generated from the quotations in the stories and linked to the second order concepts and finally the themes. Secondly, each major theme will be discussed in relation to the relevant literature, surfacing convergence and divergence between findings of this research and the literature.

Two major themes emerged, namely the Courage Manifestation Cycle and Drivers of Courage. The Courage Manifestation Cycle is the cycle that successful leaders go through in their life and will be discussed in depth. Furthermore, it will be shown how the manifestations of courage by the leaders have some common themes which can be grouped together as Drivers of Courage. The Drivers of Courage will be identified and it will be shown how they manifest themselves and perform in the life of a courageous leader. This is in line with the performance analysis developed by Riessman (2005, 2008). A three-part meta-story of a courageous leader will then be written and analysed in order to demonstrate how the Courage Cycle and Drivers of Courage can be applied.

5.1 Themes identified through a cross-participant analysis

In order to be able to identify any theme which may exist amongst the numerous codes and categories which have been obtained, a continual process of reflection and reading of the stories and quotations was made (second and third cycle of grouping concepts together). This enabled the researcher to re-organise the data into higher order concepts in a way which would be more meaningful to answer the research questions.

The cross-story analysis was assisted by ATLAS Ti QDS software as follows. The various codes representing a group of sentences in stories (data) were grouped as clusters according

to their commonalities and similarities. These higher order clusters are called categories in ATLAS Ti and in this thesis they are named second-order or third-order concepts while the codes are called first-order concepts, as this terminology is more meaningful. For consistency, codes will henceforth be referred as first-order concepts. Figure 5.1 below shows an example of a second-order concept and the relationship with the first-order concepts.

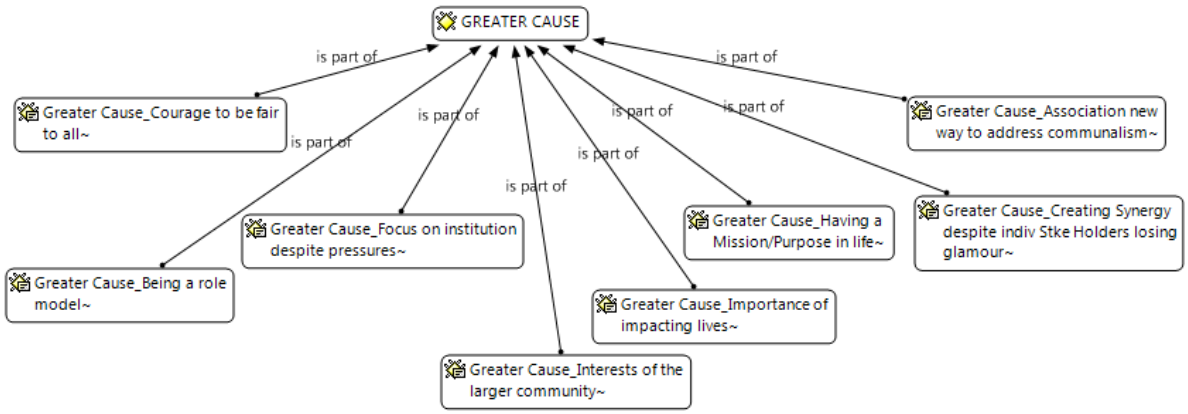


Figure 5.1 An example of the relationship between first-order concepts and a second-order concept

These second-order concepts are then grouped towards a central concept, again according to commonalities and similarities in meaning, thereby generating third-order concepts.

The third-order concepts and the relationships between them were identified by reading and re-reading the data looking for patterns and trend until themes emerged. Some third-order concepts were abstract enough be considered themes while other themes were developed by putting the various higher order concepts in relationship with each other. This was facilitated by the network view option in ATLAS Ti.

It is those themes that constitute the final outcome of the analysis of the data. The following themes were unveiled:

- Trigger
- Barriers
- Thoughts & Actions
- Ending

- Courageous Leadership Journey (named as Courageous Manifestation Cycle later)
- Courage Drivers

A brief summary of each follows in this section. The remaining sections will present each one in depth.

Trigger, which was actually a third-order concept, became a theme of the same name during the process of theme development described above. The diagram below shows from which second-order concepts it was formed:

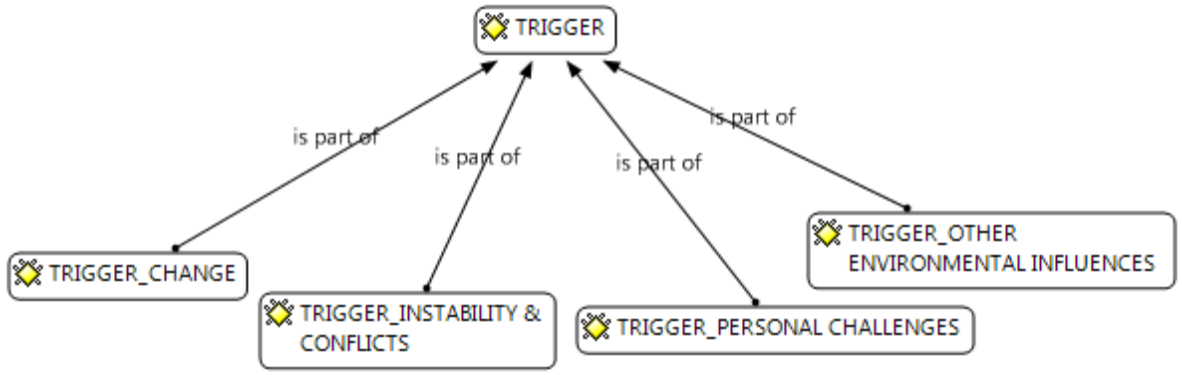


Figure 5.2 The theme Trigger and its four components

The theme of Barriers was produced by clustering together the second-order concepts of External Inhibitors and Internal Disposition Disablers. A high level view is shown below:

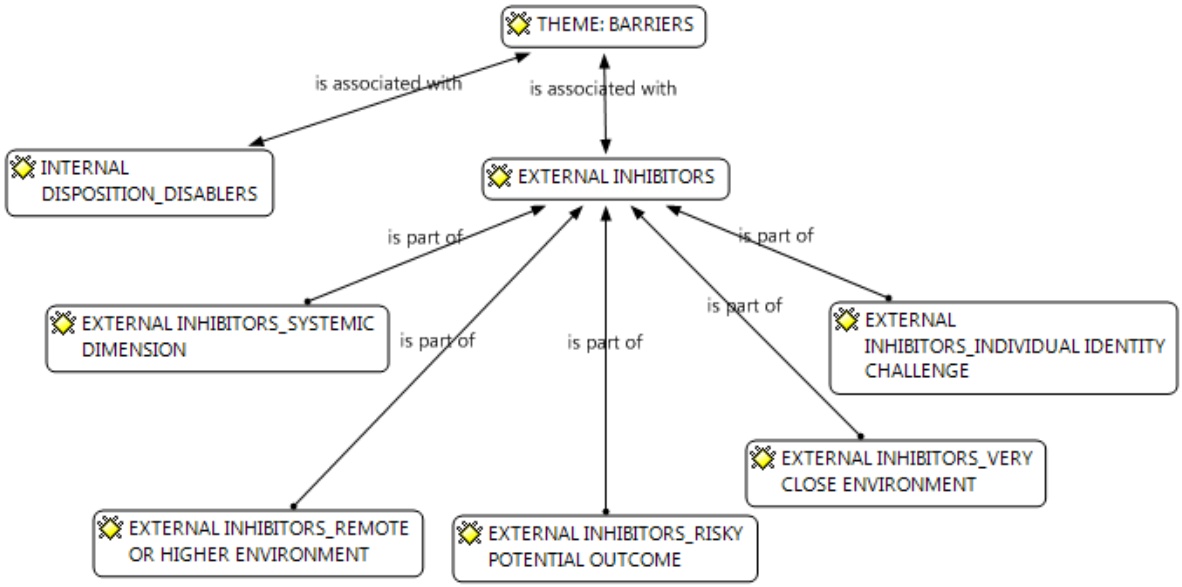


Figure 5.3 The theme Barriers

The second-order concepts Leadership Skills and Rationalised Decisions were merged to become the theme named Thoughts & Actions.

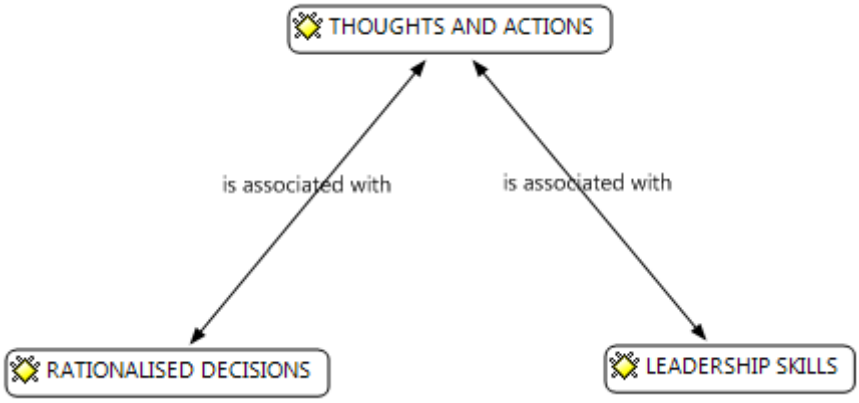
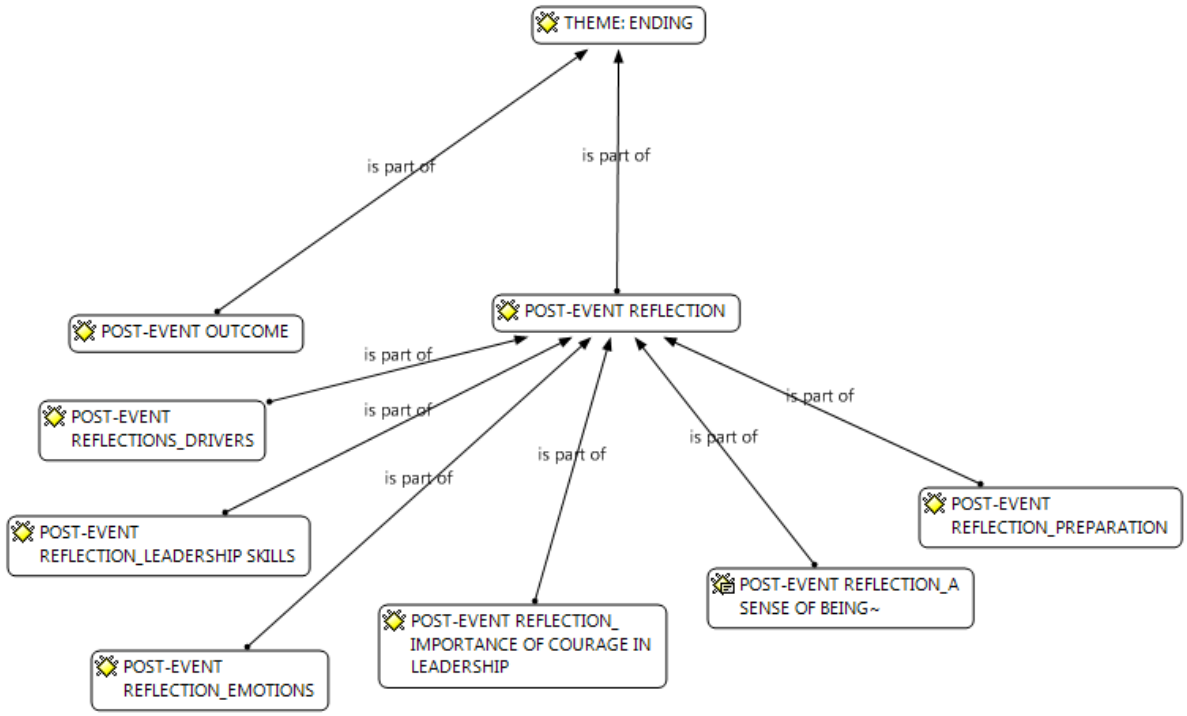


Figure 5.4 A high-level view of the theme Thoughts & Actions

The third-order concept Post-Event Reflection and second-order concept Post-Event



Outcomes were merged into the theme Ending.

Figure 5.5 The theme Ending

Furthermore, it was observed that the Trigger causes Barriers to emerge (Barrier theme) and hence it precedes the existence of barriers. Similarly, the existence of barriers causes the actor to have some thoughts or take some actions (Thoughts & Actions). And finally as a result of the actions, the event comes to an end (Ending theme). This relationship between Trigger, Barriers, Thoughts & Actions and Ending is called the Courage Manifestation Cycle. A high-level view is shown in the figure below but this concept will be developed later in this chapter.

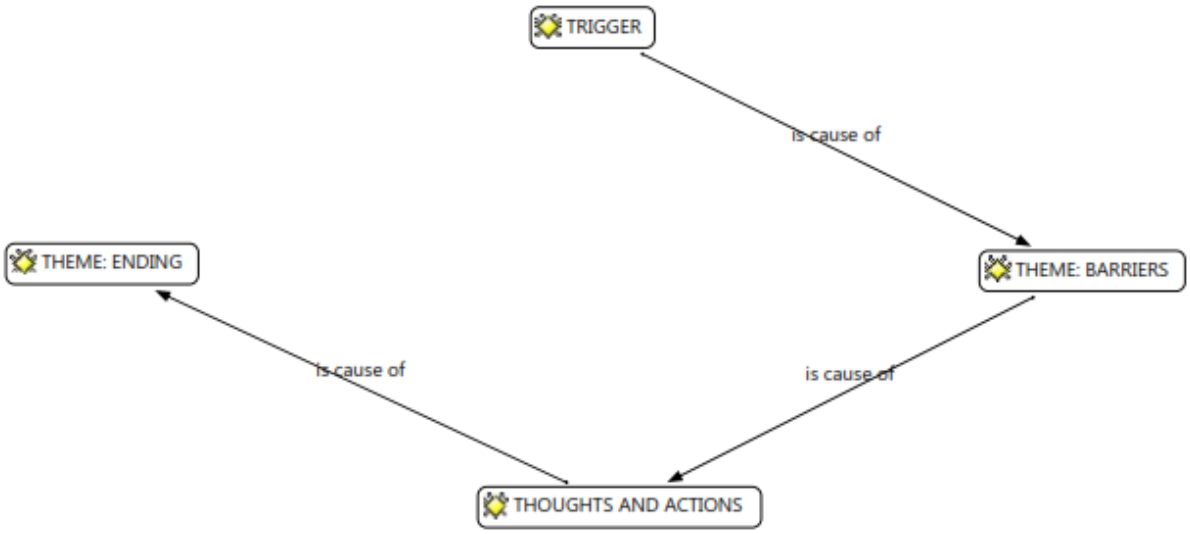


Figure 5.6 The theme Courage Manifestation Cycle

Finally, the theme Drivers of Courage was obtained by grouping the second-order concepts of Perseverance & Focus, Ownership & Independency, Greater Cause, Sacrificing Something, and Support and the third-order concept of Internal Disposition Enabler (this sub-theme will later be referred as Internal Disposition). A high level view of the courage drivers is shown below:

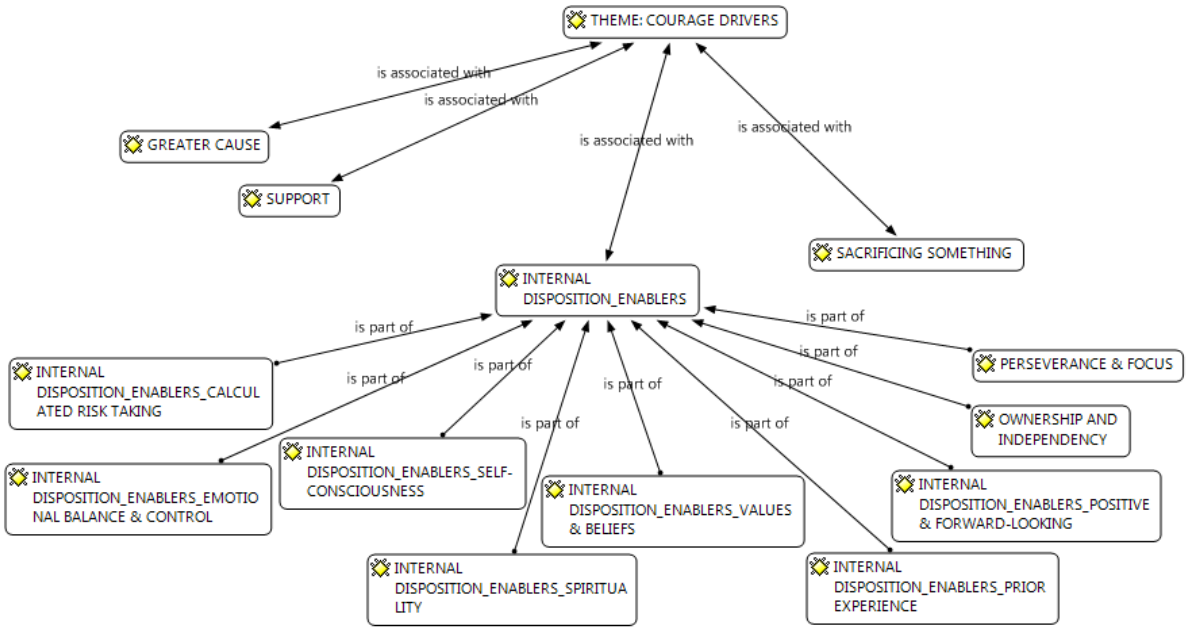


Figure 5.7 The theme Courage Drivers

These concepts and themes together capture everything reported by the leaders concerning their experience when they acted courageously. The themes include the actual experience as told, which is cyclical as shown above, encompassing the emotions and feelings recounted by the participants.

In all, 34 second-order concepts were inductively arrived at from the 282 first-order concepts which emanated from the 59 stories. First-, second- and third-order concepts were named in a manner that relates them to each other and to the themes, as this facilitates analysis in terms of clustering (Friese, 2011).

The remaining sections of the chapter present each theme and their various higher-order concepts. A summary in the form of a table will be presented for the themes Trigger and Barrier to show the trail from some sample quotations to the first-order concepts, second-order concepts (and third-order concept if it exists) and then the themes. This is done to guide the reader and to increase the trustworthiness of the analysis.

5.2 The theme Trigger

This theme represents the actual event that triggered the actor to act courageously.

It was found that it consists of four components as shown in the diagram below (Figure 5.8).

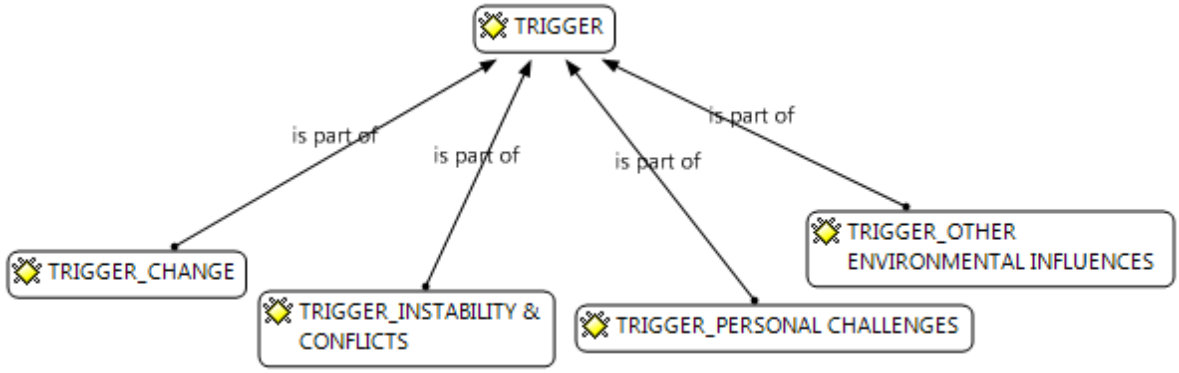


Figure 5.8 The theme Trigger and its four components

5.2.1 Change

As shown above change is one possible event which creates a need for the actor to behave courageously as he/she feels challenged. And there are quite a variety of changes that can happen. The in-story analysis has shown changes such as organisational changes, career changes, change of job responsibilities or a change in terms of the medium of speaking in an organisation. This is what some participants said in their stories.

5.2.1.1 Organisational changes

…While I was there the time for renewal of the understanding/agreement came up and A... wanted to change the terms of the agreement therefore insisting that the lady does not follow the rules and regulations and conditions of employment of AA... but that of A.... They were adamant that this is the only formula they will accept and whatever contract that existed in the past is over…

(P5-S3)

5.2.1.2 Change in career

One of the cases where I thought I displayed courage was when I decided to leave [my place of work] after eighteen years. I think I could easily have retired there and the owners would have preferred me to retire there. But I decided that I was getting experienced at [the company], but at that stage, I was giving more to the company than what the company was giving me. So I thought that it was time to move on, and I faced a lot of resistance from there…

(P1-S2)

5.2.2 Instability and conflicts

The other type of event which participants reported as the beginning of the courageous incident was a climate of instability and conflicts. The in-story analysis showed many types

of this, such as political instability, fights between shareholders in a company, conflict between the CEO and Chairman of a company, or student unrest. A few examples are given below.

5.2.2.1 Conflicts

And the Chairman was Mr X and the CEO was Mr Y, and the two didn't get on for whatever personal reasons. And in fact I was well aware that they didn't get on…

(P12-S3)

Participant 1 recounted a similar situation between shareholders of a company and the directors, in Story 4.

5.2.2.2 MPs arrested in dubious affair

After the…affair in 19… right, where six members of parliament were caught, we went to see the Prime Minister and we told him, "look for the sake of democracy, for the sake of the institution which parliament represents in a parliament of democracy we cannot accept this kind of people who continue to be in parliament…"

(P8-S3)

5.2.3 Personal challenge

Triggers of courageous action can also be personal challenges faced by the actor himself. This can be learning about one's HIV status as for Participant 14 (Story 1), a bad accident as for Participant 11 (Story 2), a situation of continuous harassment as for Participant 4 (Story 5), previous ways of grooming or self-realisation of being tested by God. The last two are given as illustration below.

5.2.3.1 Self-realisation of being tested by God

When I carried it out I realised that I was walking on landmines. Then I said to myself: "you are enjoying the power of (your position) awarded because of the constitution which is a form of power, you have got independence. Nobody can dictate to you. So God, has given you that possibility at a very young age, and it is not every day that you would have this opportunity to show that you're a real leader. It's unfortunate that on that particular issue you are being tested whether you are a real leader..."

(P8-S1)

5.2.3.2 Previous ways of living and grooming

…You know, I was born in Mauritius. But then I was educated in UK and I actually worked for four years in the UK and then came back here when I was 26 or 27. And you know, I'd grown up in a different society where things worked differently…

(P12-S2)

5.2.4 Other environmental influences

This consists of varied situations such as a whistle-blowing context (Participant 3, Story 1) or close person facing intense difficulty impacting surrounding persons, as for Participant 3 (Story 2), or simply being inspired by others. The last two are given as illustrations.

5.2.4.1 Close person facing intense difficulty, which affects surrounding persons

At one point, so he decided to sell the business. And there was nobody, my other brothers was too young and my elder brother was studying accountancy in the UK. So I had somehow, you know, I decided at some point, well if my father is going to sell the business, then everybody will finish suffering – and then I decided to come and help my father you know…

(P6-S1)

5.2.4.2 Inspired by what others are doing

…I went to Reunion Island when my immune system start to get weaker and I had to start medication. It was actually that who gave me the kick to start what I have done… So I was not happy about the situation and in Reunion Island, I met there amazing people, among whom, people living with HIV who were engaged in an organisation to do support – peer support amongst people with HIV, but also advocacy to – for treatment aspects because even in Europe there were issues. So that was an eye-opener and I said "wow!, that is something that talks to me and it came to my mind very quickly that well this is what I want to do, even if I'm going to die within five years, I want to give on my life, I want to give a purpose to what is happening and to me because before that I was a cabin crew with a very easy life with no worries, no problems etc." and now I am confronted to a different reality and you see how much there is to be done and a simple action can make a huge difference. So I said, "well let's go for it…"

(P14-S1)

5.2.5 Summary

The development of the theme Trigger is summarised in Table 5.1. It involved reading the stories again and looking for commonalities and differences. During this process initial codes were merged if needed to generate the first-level concepts. These first-order concepts were then grouped to form second-order concepts. Further examining of these second order concepts for similarities and differences led to clustering of second-order concepts into

themes. This is what is shown in the table. However, in order not to render the table heavy, only a few first-order concepts and quotations are given.

Table 5.1 Summary of development of Theme Trigger

Quotations	**First-Order Concept**	**Second-Order Concept**
…While I was there the time for renewal of the understanding/agreement came up and A... wanted to change the terms of the agreement therefore insisting that the lady does not follow the rules and regulations and conditions of employment of AA... but that of A.... They were adamant that this is the only formula they will accept and whatever contract that existed in the past is over…	Organisational Change	Change
One of the cases where I thought I displayed courage was when I decided to leave [my place of work] after eighteen years. I think I could easily have retired there and the owners would have preferred me to retire there. But I decided that I was getting experienced at [the company], but at that stage, I was giving more to the company than what the company was giving me. So I thought that it was time to move on, and I faced a lot of resistance from there…	Change in career	
And the Chairman was Mr X and the CEO was Mr Y, and the two didn't get on for whatever personal reasons. And in fact I was well aware that they didn't get on…	Conflicts	Instability & Conflicts
After the…affair in 19… right, where six members of parliament were caught, we went to see the Prime Minister and we told him, "look for the sake of democracy, for the sake of the institution which parliament represents in a parliament of democracy we cannot accept this kind of people who continue to be in parliament…"	MPs arrested in dubious affair	
When I carried it out I realised that I was walking on landmines. Then I said to myself: "you are enjoying the power of (your position) awarded because of the constitution which is a form of power, you have got independence. Nobody can dictate to you. So God, has given you that possibility at a very young age, and it is not every day that you would have this opportunity to show that you're a real leader. It's unfortunate that on that particular issue you are being tested whether you are a real leader..."	Self-realisation that I am being tested by God	Personal Challenges
…You know, I was born in Mauritius. But then I was educated in UK and I actually worked for four years in the UK and then came back here when I was 26 or 27. And you know, I'd grown up in a different society where things worked differently…	Previous ways of living and grooming	

At one point, so he decided to sell the business. And there was nobody, my other brothers was too young and my elder brother was studying accountancy in the UK. So I had somehow, you know, I decided at some point, well if my father is going to sell the business, then everybody will finish suffering – and then I decided to come and help my father you know…	Close person facing intense difficulty, which affects surrounding persons	Environmental Challenges
…I went to Reunion Island when my immune system start to get weaker and I had to start medication. It was actually that who gave me the kick to start what I have done… So I was not happy about the situation and in Reunion Island, I met there amazing people, among whom, people living with HIV who were engaged in an organisation to do support – peer support amongst people with HIV, but also advocacy to – for treatment aspects because even in Europe there were issues. So that was an eye-opener and I said "wow!, that is something that talks to me and it came to my mind very quickly that well this is what I want to do, even if I'm going to die within five years, I want to give on my life, I want to give a purpose to what is happening and to me because before that I was a cabin crew with a very easy life with no worries, no problems etc." and now I am confronted to a different reality and you see how much there is to be done and a simple action can make a huge difference. So I said, "well let's go for it…"	Inspired by what others were doing	

The above table shows how the first and second order concepts were derived from the quotations until the Trigger theme is surfaced. As can be seen there are many possible triggers that lead a person to take a courageous stand. Some of these have been detailed above with the necessary evidence from the stories. But all can be conceptualised as the theme Trigger.

5.3 The theme Barriers

The theme of Barrier consists of the elements shown in the diagram below (Figure 5.9).

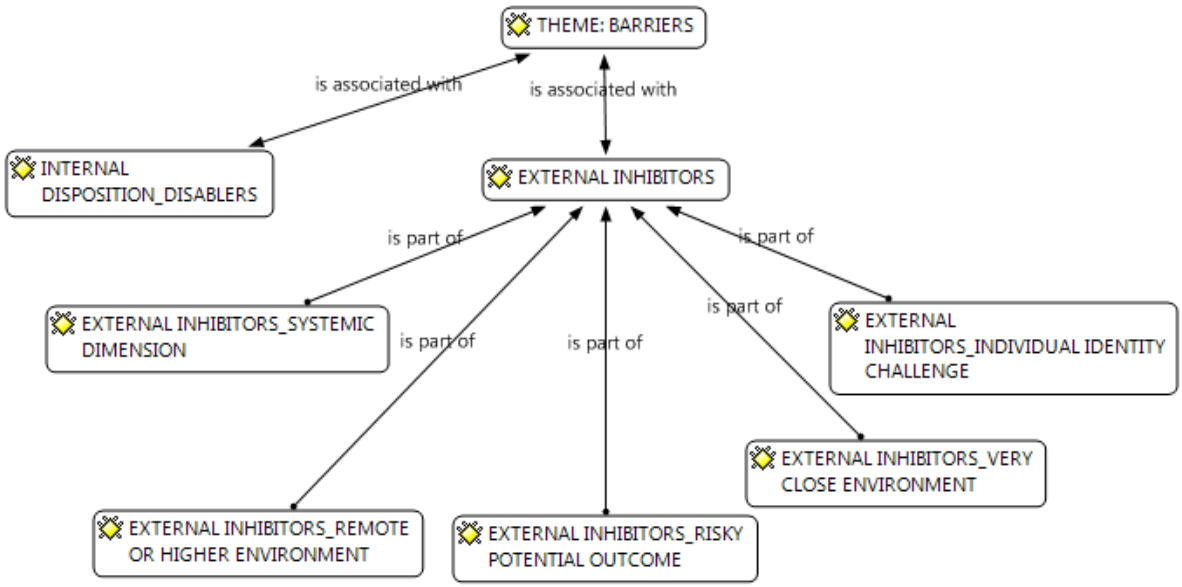


Figure 5.9 The theme Barriers

The barriers (to acting courageously) which an actor encounters are of two types: Internal and External. An internal barrier (Internal Disposition Disablers) refers to the internal disposition of the actor while external (External Inhibitors) can be a Systemic Dimension, Individual Identity Challenges, Risky Potential Outcome, Very Close Environment, and Remote or Higher Environment. Each type of barrier will now be discussed in greater detail.

5.3.1 Internal disposition disablers

The internal disablers are those factors internal to the individual which reduce the probability that the actor will act courageously. These disablers range from feelings such as one's success might embarrass others, as in Story 2 of Participant 2; or simply that the actor had some thoughts that he was not ready, as in Story 3 of Participant 1, or about lack of preparation (Stories 4 and 5 of Participant 1); or over-rationalisation (Participant 7, Story 3). Three other examples are given below to illustrate this type of barrier.

5.3.1.1 Internal discomfort

… I feel sometimes uncomfortable in dealing with the different stakeholders in Mauritius, whether it is the government or associations, because I feel that I'm the odd one out. And because of this sometimes, I tend to stay away from what is going on there…

(P3-S2)

5.3.1.2 Fear

Well the fear of course is present. The courage is how to overcome the fear, because someone who has no fear is someone very irresponsible...So if there's no risk, no fear and therefore there's no pain. No risk, no gain no pain. But of course I have lived it in my fibre, you see. It is not just a concept. I've gone through that…

(P6-S1)

5.3.1.3 Afraid for one's reputation

There were two or three people who when it came to be challenged, they lacked the moral courage to stand up. They didn't want to have anything in the press, they said they were afraid about the reputation of [the institution], but they were more afraid about their own reputation…

(P11-S3)

5.3.2 External inhibitors – Very close environment

This theme is about how the actor's immediate environment can inhibit courageous behaviour. This is demonstrated by a sample of comments made by Participants 7 and 8.

5.3.2.1 Lack of support

So we got out of it but I must say we didn't have a lot of support from friends. They never said don't do that. They say "Okay you're doing something, great and – but you won't be able to beat MT because they always have the support of the government". I said, "okay, right…"

(P7-S1)

5.3.2.2 Person in one's immediate community not approving the action

My uncle, you have known him? Mr S… who was Permanent Secretary at that time – he said to me to make as if a cyclone has passed and don't get into this. I still remember his expression at home. He said make as if a cyclone has passed and don't go into this you. I told him yes... But it was before I went to Manila…

(P8-S2)

5.3.3 External inhibitors – Remote or higher environment

This theme is about factors in the more remote environment of the actor which can inhibit courageous action. The responses demonstrating the existence of this theme came from Participants 1, 4, 5 and 11. The factors ranged from physical and verbal assault as in Story 2 of Participant 5, to being discouraged from following one's own belief as in Story 4 of Participant 4.

Two examples are given below:

5.3.3.1 Support from above was not obvious

At the first board meeting I was also expecting 100% support for what has happened. I didn't get 100%, I got 60/70%, but there were two or three people who were saying well we need to think about XXX, and blah-blah-blah-blah-blah-blah and I was saying, "wait a minute, what's going on here?"

(P11-S3)

5.3.3.2 Being discouraged from following one's belief

Then one day you know, somebody …he said, "you know, I've seen your photograph in the press- you know – you were doing a press conference etc., but you know, you might not get a job in government" and I remember at the time I had applied for a job in Ministry of Economic Planning, and he told me, "you have to shave off your moustache you know, or else you know B... won't take you…"

(P4-S4)

5.3.3.3 Being branded by outside stakeholders

Participant 3 in Story 2 and Participant 14 in Story 2 described how due to the stand they took they were labelled by outsiders:

So I was kind of branded with this summer time argument. But I believed it was the right thing to do….

(P3-S2)

In that new life that I am having since last 15-20 years that I have been directing PILS and engaging with society, other NGOs, people working, drug addicts and so on, I was labelled like most people put labels all the time on other people…

(P14-S2)

5.3.4 External inhibitors – Systemic dimension

In this theme, participants exercising courage shared the fact that some inhibitors were systemic, i.e. arising from the organisation, whether it was the company or the country.

The in-story analysis revealed a situation when a resistance coalition develops inside an organisation (Participant 5, Story3), and the existence of a state of emergency regime preventing courageous action (Participant 4, Story 1), as well as the two examples below.

5.3.4.1 Society recognises glamour instead of courage

Display of courage was probably a value or a virtue that was admired in the past. But today the whole social system has changed so much…because society today rewards, not people who are courageous and people of integrity. But the society rewards people who are popular, people who are glamorous…

(P3-S2)

5.3.4.2 Time-frame towards rewards is an important consideration

…because there's a mismatch or a lack of symmetry between what is required to cure a problem in society or for the economy and the time-frame of the politician. Typically a politician needs to be re-elected, you know, whether this is three years or four years or five years, this is the time-frame…

(P10-S1)

5.3.5 External inhibitors – Risky potential outcome

This is a theme concerned with the actor's apprehension about the potential risky outcomes that his or her courageous action may result in. Examples are given below.

5.3.5.1 Risk was high

Not accepting the change would have meant giving up that unit, we will lose that unit and the staff as well as a reduction of work because A... was bringing to AA... a lot of work…So losing that and the side-effect of the lady saying everywhere "I have been thrown out by the AA..." have to be well managed.

(P5-S3)

5.3.5.2 Anticipated negative consequences

On the other hand, Participant 10 in Story 3 argued that one has to live with anticipated negative consequences:

… it's a tough one but we have to make it – and then as I said, if you evolve in a very robust democracy where the revolving door in politics applies it is not only that you will lose, but yes, your colleagues and your team also may be out of office because of this.

(P10-S3)

5.3.6 External inhibitors – Individual identity challenge

This inhibitor is about the effect on courageous acts of a conflict of identity between the actor and other stakeholders in his/her environment. This is demonstrated by the following statements made by Participants 5 and 10.

5.3.6.1 Difficult personality

That lady who was a Ghanaian was a very difficult lady and this explains partly this difficult situation which emerged…

(P5-S3)

5.3.6.2 Age and generation gap

I don't know whether it is age related also because probably… I was very young. When I say age probably … those were my bosses at that time, they were much older than me and they have seen how the system had worked. Now they acknowledged and they recognised that time was changing, but they were not sure who should dive in the cold water first...

(P10-S4)

5.3.7 Summary

The development of the External Inhibitors is summarised in Table 5.2. A subset of the quotations and first-order concepts is used to demonstrate the process of arriving at a second-order concepts is arrived at. These second-order concepts were then merged to form the theme External Inhibitors.

Table 5.2 Summary of development of Theme Barriers

Quotations	**First Order Concept**	**Second-Order Concept**
… I feel sometimes uncomfortable in dealing with the different stakeholders in Mauritius, whether it is the government or associations, because I feel that I'm the odd one out. And because of this sometimes, I tend to stay away from what is going on there…	Internal discomfort	Internal Disposition Disablers
Well the fear of course is present. The courage is how to overcome the fear, because someone who has no fear is someone very irresponsible...So if there's no risk, no fear and therefore there's no pain. No risk, no gain no pain. But of course I have lived it in my fibre, you see. It is not just a concept. I've gone through that…	Fear	

There were two or three people who when it came to be challenged, they lacked the moral courage to stand up. They didn't want to have anything in the press, they said they were afraid about the reputation of the (institution), but they were more afraid about their own reputation…	Afraid for one's reputation	
So we got out of it but I must say we didn't have a lot of support from friends. They never said don't do that. They say "Okay you're doing something, great and – but you won't be able to beat MT because they always have the support of the government". I said, "okay, right…"	Lack of support	External Inhibitors – Very Close environment
My uncle, you have known him? Mr S… who was Permanent Secretary at that time – he said to me to make as if a cyclone has passed and don't get into this. I still remember his expression at home. He said make as if a cyclone has passed and don't go into this you. I told him yes... But it was before I went to Manila…	Person in one's immediate community not approving the action	
At the first board meeting I was also expecting 100% support for what has happened. I didn't get 100%, I got 60/70%, but there were two or three people who were saying well we need to think about XXX, and blah-blah-blah-blah-blah-blah and I was saying, "wait a minute, what's going on here?…"	Support from above was not obvious	External Inhibitors – Remote or Higher Environment
Then one day you know, somebody …he said, "you know, I've seen your photograph in the press- you know – you were doing a press conference etc., but you know, you might not get a job in government" and I remember at the time I had applied for a job in Ministry of Economic Planning, and he told me, "you have to shave off your moustache you know, or else you know B... won't take you…"	Being discouraged from following one's belief	
Display of courage was probably a value or a virtue that was admired in the past. But today the whole social system has changed so much…because society today rewards, not people who are courageous and people of integrity. But the society rewards people who are popular, people who are glamorous…	Society recognises glamour instead of courage	External Inhibitors – Systemic Dimension
…because there's a mismatch or a lack of symmetry between what is required to cure a problem in society or for the economy and the time-frame of the politician. Typically a politician needs to be re-elected, you know, whether this is three years or four	Time-frame towards rewards is an important	

years or five years, this is the time-frame…	consideration	
… Not accepting the change would have meant giving up that unit, we will lose that unit and the staff as well as a reduction of work because A... was bringing to AA... a lot of work…So losing that and the side-effect of the lady saying everywhere "I have been thrown out by the AA..." have to be well managed…	Risk was high	Risky Potential Outcome
… it's a tough one but we have to make it – and then as I said, if you evolve in a very robust democracy where the revolving door in politics applies it is not only that you will lose, but yes, your colleagues and your team also may be out of office because of this.	Anticipated negative consequences	
That lady who was a Ghanaian was a very difficult lady and this explains partly this difficult situation which emerged…	Difficult personality	External Inhibitors-Individual identity Challenge
I don't know whether it is age related also because probably… I was very young. When I say age probably … those were my bosses at that time, they were much older than me and they have seen how the system had worked. Now they acknowledged and they recognised that time was changing, but they were not sure who should dive in the cold water first...	Age and generation gap	

The above table shows how the first and second order concepts were derived from the quotations until the theme Barrier was surfaced. As can be seen there are many possible barriers in the way of a person taking a courageous stand. Some of these have been detailed above with the necessary evidence from the stories. But all can be conceptualised as the theme Barrier.

5.4 The theme Ending

This theme was obtained by clustering together the higher-order concepts Post-Event Outcomes and Post-Event Reflections. It portrays how the ending of the courageous acts happens and what impact it has on the outcome as well as on the actor, according to his/her own reflections.

Figure 5.10 shows how this theme was developed.

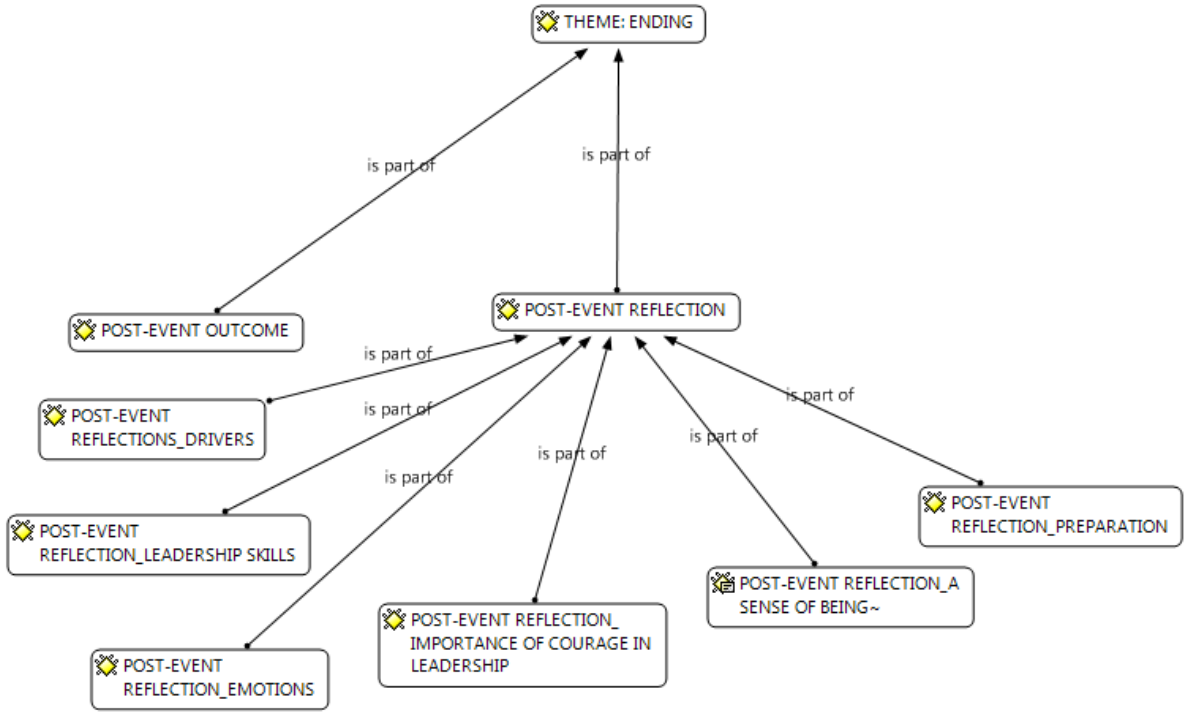


Figure 5.10 The theme Ending

The next sections will present each component of the theme Ending with relevant examples.

5.4.1 Post-event outcomes

This theme is about the immediate outcome or results of the courageous action of the actor. There are many such outcomes which have been identified in the in-story analysis as they depend on the actual context and situation. Two examples are given below with evidence from the stories.

5.4.1.1 Unexpected benefit of re-establishing my market

But having done taken that decision to leave, it certainly put me on the market and it has in fact really re-established my market value, which was a big benefit out of this move. I say that because you see when I was at [the company] having done eighteen years, so probably a lot of people saw me as someone who would be there forever and maybe if there are an opportunity they would not even contact me…

(P1-S2)

5.4.1.2 Agreement reached and good ending

They were not agreeable easily, but for them to disagree with it; they had to show that they were racist. They could not you know, so they had to go along with it you know.

And I think it was settled – I even had the kids for Independence did a play in Creole.

(P4-S2)

Two other outcomes were found in the stories. Participant 5 (Story 3) said that at the end of the courageous action, relationship was preserved, and in Story 5 of Participant 4, it was reported by the participant that the person he challenged completely changed at the end.

5.4.2 Post-event reflection – Drivers of Courage

This is about what participants said mainly towards the end of the interview and they reflect some of the drivers that were identified as themes in their own right in the stories as explained in section 5.7. In a way it is a confirmation of the theme of Drivers of Courage.

The following drivers were re-stated as part of the post-event reflection of the participant:

- *Belief in the independency of the institution* **(P5-S2)**
- *mentor might help in taking courageous actions* **(P1-S4)**
- *Focusing on the bigger goal drives courage* **(P2-S2***)*
- *Leadership demands sacrifice* **(P8-S1)**
- *Leaders to have support group who share his/her values and not yes mean only* **(P11-S2)**

Three examples of the above are shown below with quotations.

5.4.2.1 Focusing on the bigger goal drives courage

I stood up in a way indirectly against shareholders…it was sort of "you did not do your proper job". But what I was doing was in the interest of the shareholders. But being a human I can understand the feelings…

(P2-S2)

5.4.2.2 Leadership demands sacrifice

If you don't have the courage you can't be …in a leader. You cannot be because leadership demands a lot of sacrifice, a lot of sacrifice…

(P8-S1)

5.4.2.3 Leaders to have support group who share his/her values and not yes man only

…that's why I think you need to have a good support group around you, people that you can trust, people that you can respect, people who share your values … and not being surrounded by people who just say yes…

(P11-S2)

5.4.3 Post-event reflection – Leadership skills

In this sub-theme, participants spoke about qualities which can be clustered into what are generally known as good leadership skills. Examples of participants' comments are given below under the heading of the relevant first-order concept.

5.4.3.1 An honest self-evaluation

Participant 8 for example said in Story 1 how he thinks he could have reported in a different manner an investigation he did many years ago:

…maybe I could have written differently, without lying but saying the same thing in a different language. When you think about it, it could have been possible...while being true to yourself, trying to mitigate it and in a way not to please anybody, but at least be fair because you've not seen the (stuff). You're only reporting from files, you've not seen the thing happening you know… But the bullet has gone you know...

(P8-S1)

5.4.3.2 Importance of communication

Participant 12 raised the important characteristic of a leader as being able to communicate well:

…But all this happened because of the crisis team and the internal communication that was going on. Communication was very important and we did communicate. And we met, we put out communiqués.…

(P12-S3)

Participant 9 in Story 9 spoke about conviction in a different language: *"I know I am right"*.

The above examples show that participants share the view that good leadership is about communication, conviction ("I know I am right"), honesty, self-respect and self-evaluation.

These skills helped the participants to overcome the barriers and take courageous actions, but, as will be discussed in section 5.5.1, alone they were not sufficient.

5.4.4 Post-event reflection – Emotions

During the reflective part after describing the courageous events, the actors shared some of the emotions that still stick with them. Examples are given below.

5.4.4.1 A sense of satisfaction

…but then you realise for instance that I have been advocating for methadone therapy since 1997, it was effective in 2006. It took a long time…Today on a community estimated of 10 000 people who inject drugs, you have 6 000 who are taking methadone. So this is 6 000 people that are not given money anymore to people who are controlling the traffic…

(P4-S4)

On the other hand, some participants, instead of satisfaction, expressed a sense of no regret after their courageous decision which was difficult to take. This was the case in Story 2 of Participant 1. However, Participant 9 had this to say about contributing to the departure of a close friend of his as CEO:

5.4.4.2 Sense of regret

And now for the last eleven years, we don't see each other, it's clear that we have avoided each other. Before, we were seeing each other regularly – not only socially but also professionally also. We were sharing notes and he was a true friend. But as he has done something, I think he should have stepped down...

Later I feel any kind of regret after that- he's someone whose friendship I thought was valuable…

(P9-S3)

5.4.5 Post-event reflection – Preparation

This theme is about how participants said that preparation helped them. It ranges from childhood experiences, to an earlier experience preparing a participant for a future courageous experience as for Participant 9. In fact, preparation was seen to be one of the drivers of courage according to the experiences told by participants (theme Drivers of Courage in section 5.7). Two examples are given below:

5.4.5.1 This incident prepared me for the next one

Maybe this incident made me get ready for the skinheads incident which happened many years after. Maybe also at that time in 1972, I was 20 years old. It could be that [lack of] maturity….

(P9-S7)

For some participants, earlier painful things do help prepare one for future courageous events:

5.4.5.2 Difficult decisions become normal

At the beginning you start getting used to doing painful things after some time it becomes something normal. What is difficult for others becomes easy for you. In fact it is because of that, that a lot of people don't have the courage to go ahead….

(P6-S1)

5.4.6 Post-event reflection – Importance of courage in leadership

In this sub-theme, the participants themselves are saying that courage is important in leadership. They realised this during the conversation with the researcher. Examples are given below.

5.4.6.1 Courage and character are linked

You need to have courage, a lot. This is to me character and courage. In fact, courage brings character in me to have courage…

(P8-S1)

5.4.6.2 Courage and leadership are scarce

In fact, look, I'm not telling you anything new, this is a commodity that is in great demand but in very short supply, courage and leadership…

(P10-S3)

5.4.7 Post-event reflection – A sense of being

In this theme a sense of being is stated by one participant in that he refers to aspects which are deep down inside, like intuition.

5.4.7.1 Strong leadership is a mix of intuition and structured thinking

…It is a very strong belief which goes beyond pure structured thinking. And that's where I said, you know you need to have a strong formal training that builds your mix of thinking and intuition right. Very often in strong leadership I believe that courage is that mix of all these experiences…

(P9-S9)

5.4.7.2 Decision on frontier is a mix

…but decisions which are on the frontier is different. On the frontier you know, a decision is a mix of intuition, integrity, values, of structured thinking okay, and it just comes out.

(P9-S9)

5.4.7.3 Who you are in that moment

…But at the end of the day what comes out is who you are in that moment. Yes, this is what makes the difference between anyone and Lee Kuan Yu or any great leader…

(P9-S9)

5.5 The theme Thoughts & Actions

This theme was obtained by clustering two themes: Rationalised Decisions and Leadership Skills.

This is shown in Figure 5.11. The following sections then describe each one.

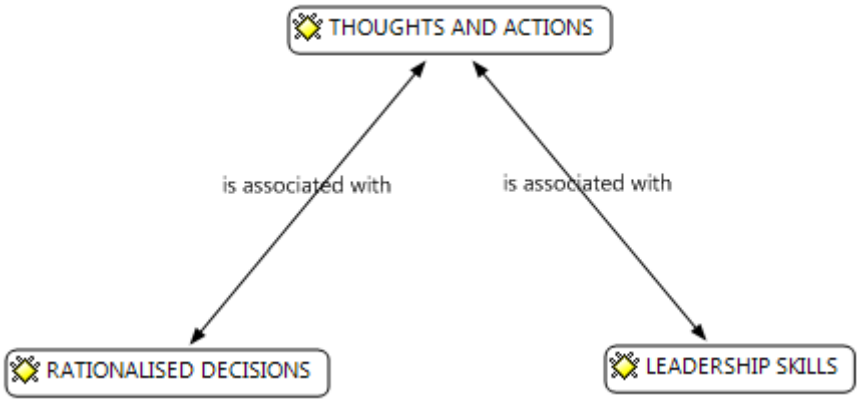


Figure 5.11 The theme Thoughts & Actions

5.5.1 Leadership skills

This second-order concept emerged from the first-order concepts themselves. It consists of a series of first-order concepts which actually reflect generic leadership skills which enabled the leader to act during the courageous action. Many first-order concepts were found and the important ones will be presented in detail here while others will only be mentioned. The

figure below shows all the first-order concepts that were grouped into this second-order concept:

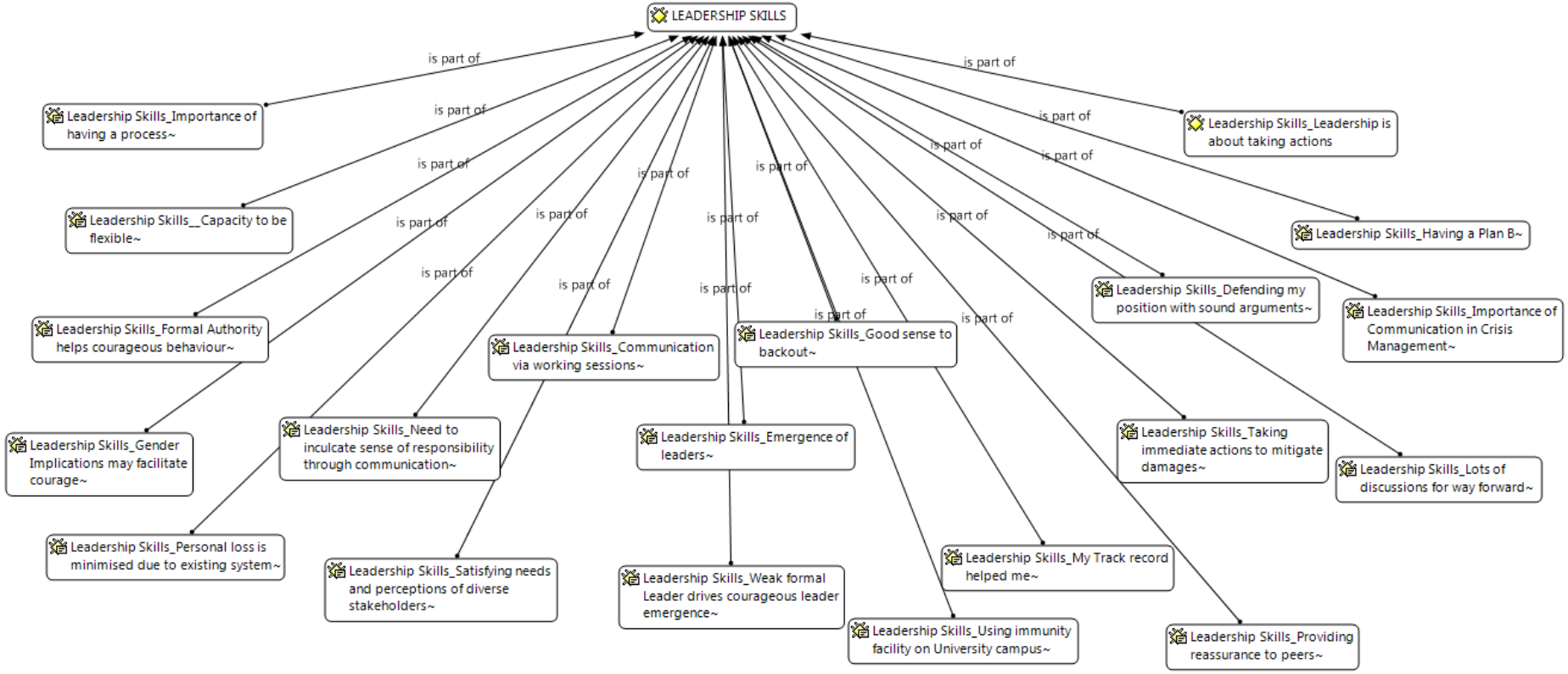


Figure 5.12 The theme Leadership Skills

Participant 10 in Story 2 said that it was necessary for him to provide reassurance to peers while Participant 4 said that the capacity to be flexible was important. The importance of communication as a leadership skill came out from Participants 10 and 12 in a couple of their stories. A few examples are given below.

5.5.1.1 Importance of communication in crisis management

So what we basically did, we formed a small crisis team…and we met every day, we met twice a day some days to review how things are going – we followed the press, when we needed to communicate we communicated, when we didn't need to communicate we didn't communicate…

(P12-S3)

5.5.1.2 Providing reassurance to peers

How do you reassure them that there's going to be enough time to reverse a declining trend and that you're going to be alright – That's the most difficult and there is no guarantee…

(P10-S2)

5.5.1.3 Capacity to be flexible

And it is just like the Creole language that people don't understand you know. Today when people say, oh you know, we have to teach everything to you, I say, no, at that time it was the political act, it was meant for building the nation.

It's a different agenda now. If you kind of get stuck in a time-warp you know, you are finished as a country. You become like Sri Lanka or Malaysia or Madagascar, where the young generation, they are not that international. I think there is a balance to be made between how much you want to put on social/cultural issues and how much you know on making citizens to be part of [the global world].

(P4-S4)

Other examples found were the importance of having formal authority, that leadership is about taking action, the importance of having a process, for leaders to have a plan B and that one's track record all help in courageous actions.

5.5.2 Rationalised decisions

Many participants in this research said directly and indirectly that many of their actions were done after careful thinking and decisions rationalised in their heads. This is also an important good skill that an effective leader should have. Many instances were found, as can be seen in Figure 5.13.

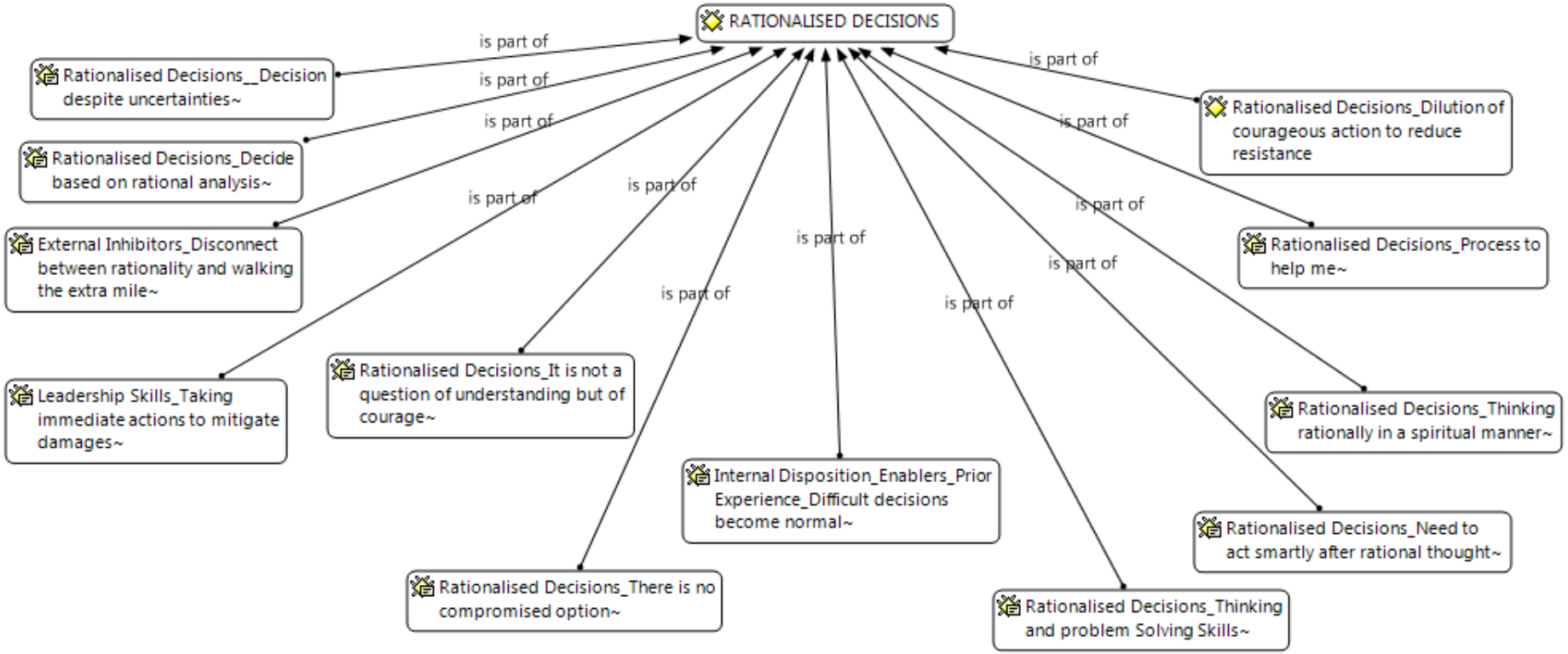


Figure 5.13 The theme Rationalised Decisions

A few of the concepts under this themes are given as examples below with the relevant quotations.

5.5.2.1 Thinking and problem-solving skills

… when you have made a decision, once you have rationalised it in your head or made it clear, you need to go and do it. The decision was all plot in my mind, then looking at it globally you said it's time to go…

(P1-S2)

Participant 13 explained in Story 1 how he reasoned things out to take bold steps concerning the budget:

I really thought that we were in the first year of a major change in government – and it was a question of doing it now or never. So if it is going to be unpopular, you do it in the first year, and after that you coast along and lives with the unpopularity until the next election comes around…

(P13-S1)

5.5.2.2 Decision despite uncertainties

Another group of participants expressed that they were in situations where they had to take decisions despite uncertainties. An example is given below.

But the decision was based on that I take the challenge. I didn't know about Madagascar, I didn't know what the hell I am taking, I don't know what to do – I've been in Madagascar many, many years ago, but I was not handling the business. So for me it was a rational decision…

(P2-S1)

For Participant 10 (Story 4), when he came up with an innovative idea in the airline where he was working, his colleagues took time to decide as there were so many uncertainties, but the decision was finally taken.

5.5.2.3 Thinking rationally in a spiritual manner

While Participant 6 said in Story 2 that thinking rationally is painful, Participant 8 in Story 1 said that for him he thought rationally but from a spiritual angle:

So God, has given you that possibility at a very young age, and it is not every day that you would have this opportunity to show that you're a real leader. It's unfortunate that on that

particular issue you are being tested whether you are a real leader. That was my thinking. I was only 36 at that time... Then I decided that I'm going to walk my talk whatever the consequence…

(P8-S1)

Furthermore, Participant 9 (Story 7) said that they took actions to mitigate damages and Participants 10 (Story 1) and 14 (Story 5) realised that they needed to act after rational thought. For Participant 10 in Story 3, thinking rationally led to a dilution of the courageous decision to reduce resistance, while for Participant 11 in Story 1, there were no compromise solution after thinking rationally.

Participant 14 in Story 4 described how he realised that there was a process to help him take that difficult decision despite so many unknowns.

5.6 The theme Courage Manifestation Cycle

This theme helps to answer Research Questions 1 and 3 Figure 5.14 shows pictorially how the various higher-order concepts and themes have been related to each other to generate the theme of the Courage Manifestation Cycle that the participants went through.

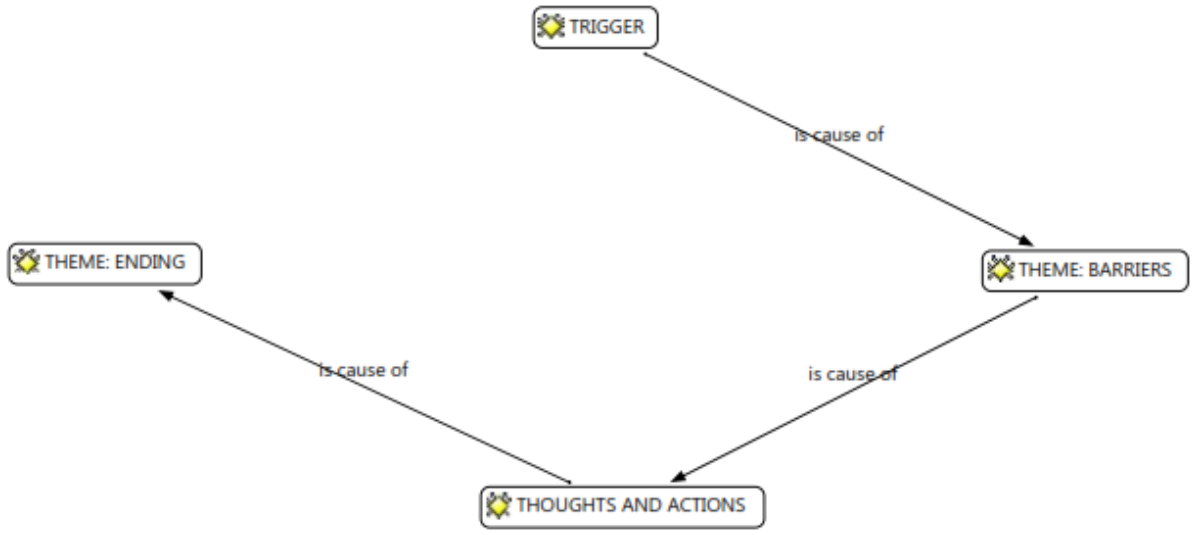


Figure 5.14 The theme Courage Manifestation Cycle

The diagram shows that the cycle starts with a trigger of some sort, as described above. This causes barriers to be perceived by the actor (Theme: Barriers), which in turn results in some

thoughts and eventually the courageous actions (Thoughts & Actions). After a while, the results of the actions of the leader bring the event to an end (Theme: Ending).

It can therefore be postulated that the exercise of courage by leaders follows a cycle as shown above. In fact, as will be seen in Chapter 6, one experience (told as a story) feeds the next experience (story) and so on, creating what has been named a Courageous Leader's Journey.

In the next section, which presents the drivers of courage that were identified, the manifestations of the drivers during each stage of the courageous journey will also be discussed.

5.7 The theme Courage Drivers

This theme answers directly Research Question 2 (what are the drivers of courage amongst leaders in Mauritius?). The various components of this theme are:

- Ownership and independency
- Greater cause
- Perseverance and focus
- Sacrificing something
- Support
- Internal disposition enablers

The them Support itself consists of two sub-themes: Support from remote stakeholders and Support from close stakeholders. The drivers are shown in the diagram below (Figure 5.15):

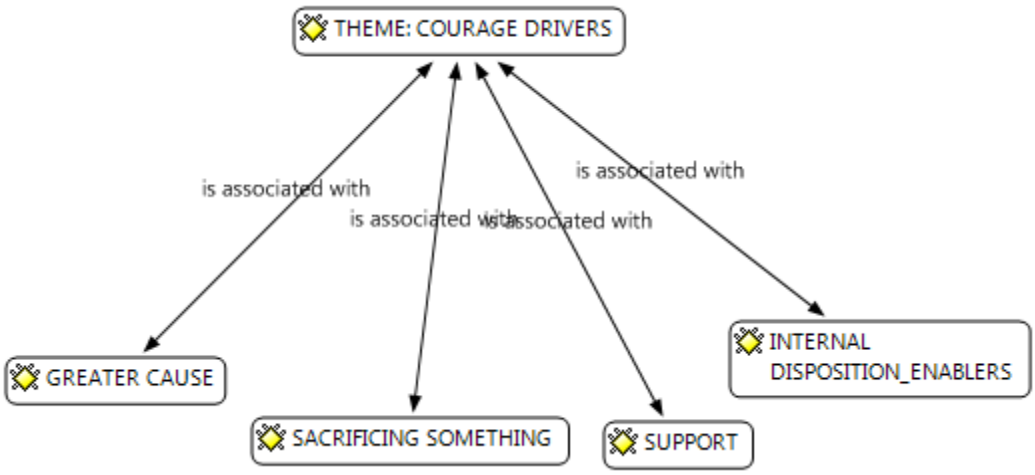


Figure 5.15 The theme Courage Drivers

Internal Disposition Enablers consist of the following components: Values & Beliefs, Prior Experience, Self-Consciousness, Spirituality, Calculated Risk-Taking, Positive & Forward-looking, Emotional Balance & Control, Ownership & Independency, and Perseverance & Focus.

5.7.1 Greater cause

Some participants spoke about higher level reasons which influenced them to act courageously. There are several second-order concepts associated with this theme.

5.7.1.1 Interests of the larger community

Participant 3 in Story 2 deliberately spoke about how he was considering the interests of the country in fighting the introduction of summer time in Mauritius:

I think that if what you believe is in the interest of people, then you should not be afraid of anything. In that incident, my stand was also to the benefit of the country, not only for the present but for the future. I mean that the way I saw this is that Mauritius being a very small island, our future depends on global services. It is about providing services to other countries, because our market is so restricted here, and if we implemented this measure, this could jeopardize the future of this country. I mean that's the way I saw this decision…

(P3-S2)

The same approach of thinking of other stakeholders and fighting for a cause was told by Participant 7 in Story 1 when he was fighting to liberalise the telecommunications

environment in general. In the case of Participant 9 in Story 3, he was thinking more of the interest of the institution he was involved in:

So I mean I was very forceful for him to step down, I think that was probably what he must have got from others, but I was very forceful... I mean I thought it was also in the interest of the larger interest, of the community, the institution…

(P9-S3)

Participant 10, who is a politician, said he thought that what he did was good for the country.

There were also other aspects of this theme. Participant 12 in Story 2 for example said that if his company is to be called a national company then he has to open up to the whole community and not only to the whites. And for Participant 14, who is HIV+, he was thinking more of the rights of people and the need for deep societal changes in his Story 14.

5.7.1.2 Focus on institution despite pressures

For some participants, there was more focus on the institution despite pressures during the Thoughts and Action stage. For example, Participant 12 said in Story 3 how he had to put the institution first in the midst of a scandal, while Participant 2 in Story 2 explained how he had to focus on the unit he was mandated to turn around and clean up the mess created by a shareholder:

I need to write off, I need to issue credit note, I need to do all that and probably this is part of the courageous thing, because I was doing a clean-up after someone else who is a shareholder of the company. In a way, he is the owner of the company. I think this one can you can say courage was in action...

(P2-S2)

5.7.1.3 Being a role model

For Participant 3 it was important for him to be a role model:

… you have to do what you believe is right. Because if I don't do this, what will my children feel about me – I think I have to be a role model. I have to be an example for my children. Now if their father is lying and doing things – on one day he says green is good, and the same day green is bad, they get confused and then I am setting the wrong signal for my children…

(P3-S2)

5.7.1.4 Having a mission or purpose in life

On the other hand, Participant 14 in Story 1 described how he realised he had a mission and purpose in life:

Why is it that I decided that I have a mission to do, I have a purpose and I want to do something and others did not do that?...

(P14-S1)

For Participant 4, he described in Story 2 how he dealt with a language issue he was confronted with in his early adulthood because he felt that people who could not speak French were to some extent diminished and excluded from society.

5.7.1.5 Courage to be fair to all

In Story 6, Participant 10 in his negotiation with sugar producers explained:

So we had to negotiate and we had to find a balanced action you know to be perceived as being a balanced outcome you know, vis-à-vis the rest of the community especially because land ownership is very skewed in Mauritius. So we started that negotiation…

(P10-S6)

In Story 3, during budget preparation, Participant 10 said that he had to be fair to all and therefore automatically the measures get diluted, as otherwise he will get too much resistance.

5.7.1.6 Importance of impacting lives

Participant 9 in Story 1 explained how his mother was saving money to buy a bicycle for his father:

But I would –share for example when my mother told me that she had to join a "sit" with a group of persons (giving money collectively to save money). Every month somebody will get his previous months' savings. She had to do that for 25 Cents to get a bicycle for my father to start selling milk. But she said at the time it was before the Second World War and 25 cents was a huge amount…..

(P9-S1)

For Participant 10 in Story 3, when he introduced property tax, for him it was more about inclusion and impacting people's lives:

…but I told people you know, growth is important but inclusion also is important, and you must pay a fair share you know, and I told them 15% is very fair….

(P10-S3)

5.7.2 Sacrificing something

The leaders interviewed also said in their stories that they had to make sacrifices in order to do the courageous act. This is demonstrated by the following statements.

5.7.2.1 Heavy consequences

It was a painful decision to remove that unit which has been there for many years. It went out. So it was not an easy decision...

(P5-S3)

5.7.2.2 Not thinking about the consequences

But for some other participants, they did not even think about the consequences:

It had big consequences but I did not think about these consequences at that time…. That's why you asked me earlier on and I said I knew there would be consequences, but I never knew it would be that detrimental, that bad…

(P8-S1)

Participant1 said in Story 2 that when he decided to leave his employment, there was no kind of hope in terms of consequences for him as he had had enough working there and wanted a change irrespective of what was going to happen.

And for Participant 4 in Story 4, his belief in what he was doing was so strong that he did not care about consequences:

But I didn't really care you know, the fact if you believe in what you do, that is enough to address these risks…

(P4-S4)

5.7.2.3 Living with the consequences of risk-taking

Participant 3 in Story 2 said that he had to pay the price of his courageous action concerning summer time:

…now when I go to conferences here, that before they were kind of more open with me and more kind of joking etc. etc. Now they look at me or "say" they are a little scared about me,

or "what is in his mind? Why is he the kind of taking a distance? Does he have a strategy or something?" But that is the price to pay because you cannot be the man who pleases all the time….

(P3-S2)

However, Participant 6 consciously made a resolution in Story 1 to leave his job and join his father's bakery business as he could live with it.

…then I think it – it's again, it's your – when you talk to yourself it is a risk. It is a risk yes, but the thing is, can you live with that? If you can say, well I can live with that, even if they can say that I am a "patissier" or I am whatever he does, I know what I'm doing, you know…

(P6-S1)

Participant 7 said in Story 1 that at some point in time he was not sure whether the cheques he was issuing would be honoured or not.

Participant 13 also agreed with this theme on two occasions in Story 1. One is given below:

…but there are some decisions you have got to take alone, and once you have taken them you must live with the consequences, good or bad. I was not thinking at all when the budget was published that I have to back-pedal though we were anticipating some problems…

(P13-S1)

Finally, Participant 4 had several experiences where he had to live with the consequences of his courageous actions (Stories 6, 7 and 9).

5.7.2.4 Personal stake

Many participants said that courage in leadership is about making some personal sacrifice as well. Participant said the following in Story 1 when he embarked on a journey to become the first private sector ISP:

We got there in the end, but after having lost quite a lot of money. In fact my partner who was with me left because he couldn't take the risk, and he couldn't take the blow that we were getting. So I had to re-engineer the whole thing, go in the same direction…

(P7-S1)

Participant 9 on the other hand recalled how her mother was sacrificing herself to buy a bicycle for his father for his work.

Participant 10, who is a politician, explicitly talked in Story 5 about how he had had to accept that he was sacrificed in the interests of the country:

So this is the challenge that you –…you need to have a strong sense of Leadership and you need to accept that probably you may lose out personally, but society, the country and the community will be better off…

(P10-S5)

During the middle of a big scandal in which where his company was involved, Participant 12 said the following:

I was well aware that I was a fusible that can burst out, you know. If you look at the actual situation – I mean the most important thing, the institution must be set right and in saving the institution there may have to be some sacrifices. And obviously I was in the first line of sacrifice as the CEO… I'm not sure if it makes you feel any better. It actually makes you work harder…

(P12-S3)

But in that particular story, the Managing Director had to resign and was expecting that the participant would support him. In contrast, Participant 13 stated in Story 1 that one must live with the consequences of any decision that one is compelled at times to take alone, as he did when he came up with an innovative budget and had to back-pedal.

This subtheme of sacrifice manifests itself in the following way for Participant 6:

For them you know, it's a duty. You have to sacrifice somehow you know and then don't forget that in the Chinese culture face saving is very important – saving one's image….

(P6-S1)

In Story 7, Participant 4 experienced the same situation:

As I refused, he made my life totally unbearable. Now as I've told others before and this was the worst experience of my life working in that environment with him…

(P4-S7)

5.7.2.5 Balancing community goals with personal goals

Participant 10 described a situation where one has to balance community goals with personal goals:

On Hard Talk on BBC –Stephen Sacker – or something like that was interviewing the Prime Minister of Luxembourg who's been around for a very, very long time and he also I think is the Minister of Finance for his country, and that was at the height of the crisis you know… And Stephen Sacker asked him the question, come on everybody knows what needs to be done. You need to adjust, you need to reform, you need to have structural changes for whatever it is. So he look at him and say, look I'm not be as bright as you, but I'm not that stupid. We all know what needs to be done, what we don't know is how to be re-elected once we do what needs to be done. So you can see the question was not lack of discernment, it was not a lack of knowledge because these people have been in office for a very long time and they have seen what happened, and then he said that too, our problem is like that…

(P10-S3)

5.7.3 Support

This theme is divided into two components, support received from close stakeholders and support from remote stakeholders. Both types of support were quite significant in quantity amongst most participants. The main important aspect is that this driver of courage is seen to prevail between the Barrier and Thoughts & Actions stages. The two types of support are discussed below together with examples of statements from participants.

5.7.3.1 Support – Close stakeholders

Support from family

Many participants reported obtaining support from their families, close relatives.

This is what Participant 1 said in Story 2:

So I think my family, especially my wife – when I told her about it and I told her why, I think she understood. And she was supportive…

(P1-S2)

Participant 2 concluded in that story that in very difficult challenging situations one needs support. Similarly, Participant 7 experienced the same kind of support from his wife which he describes in Story 1:

No, I was never, never discouraged by my wife. On the contrary when I was discouraged she would boost up the mood, and say, no you can't give up, you can't give up...

(P7-S1)

Participant 14 in Story 3 explained how the fact that he had unflinching support from his family helped him to cope when he discovered he was HIV-positive:

The second factor is also linked maybe to my family. …But I come from a family which is OK. I had a roof over my head and it's my house and I have a supporting family who said to me, "we are here, if you need anything we are here, you know, don't you worry about all the medical aspects of HIV"…

(P14-S1)

Support from family not explicit but trying to understand

For participant 3 who was challenging government introduction of summer time said the following in story 2:

Furthermore, my family were not telling me to be careful and not to do that, or to calm down your words or whatever. But I think they were probably surprised with how I was going about this…and they would just kind of wait and see what's going to happen. Yes, I think that maybe they were concerned as well... but they did not actually share their concerns…

(P3-S2)

For Participant 1, in Story 2, he explained that people in his community understood his actions. While for Participant 6 in story 1 there was a feeling of unexpressed support due to culture.

Support from a friend

Participant 4 said the following in Story 8:

And the person who defended me there was J… M… D…. We had worked together as friends in [that private school] and we were on good terms, and … he told Mr. S. are you putting in doubt the integrity of [Participant 4]? … with all the ….things that were going on, they wanted to get me out of chairman of that committee….

(P4-S8)

For Participant 11, a friend referred her to a neurosurgeon he knew when her daughter had an accident.

Support from close community

Some participants gave examples of support from other persons in their close community.

In Story 3 Participant 5 described how he got support from his colleague regarding the staff member who wanted to report to a different organisation:

… her immediate boss clearly said that this is not possible as how can I control her work if she is not answerable to me and she is answerable to A.... So I had some internal support…

(P5-S3)

This is what participant 13 said in story 2 when he was confronted with a courageous decision he had to take:

But obviously I had support from people perhaps, support from all my circle of friends, most of them. Not all were telling me that I am doing the right thing. Some did tell me that perhaps I must tone it down a little…

(P13-S2)

Participant 12 in Story 3 explained how the employees and shareholders gave their support during a crisis situation:

R's bigger team were very supportive. I mean okay they were shocked… But the actual staff of R, they took a blow as well, but there was some solidarity you know. They believed in R, they didn't want to believe in what the press was saying…

(P12-S3)

Support for Participant 4 in particular took the form of someone advising him to be careful, in two incidents in Stories 3 and 7.

5.7.3.2 Support – Remote stakeholders

This driver is about getting support from higher management or distant stakeholders.

Higher level support finally obtained

In Story 3 Participant 10 obtained support from the top:

In 2006 when I needed to take that decision, I had to dilute some measures and support was minimal though I did get the support of the key person who is the Prime Minister…

(P10-S3)

In Story 3, Participant 5 explained how the bold decision was taken through higher level support:

So the issue finally went to the Board and the Board agreed not to accept the new terms.

(P5-S3)

Participant 3 in Story 2 highlighted how people outside took an interest in his opinion about summer time, how it made the news, and he started getting publicity on the radio and in the press.

Identity alignment with others

This is an important aspect of support from remote stakeholders, which is exemplified by Participant 3 in Story 2, when he stated that he wanted to be part of a group or wanted to talk to someone with the same beliefs as his:

And I feel that I don't want to be part of that group, I want to identify and associate with some leaders that can come together and say, guys how do we actually bring some change in this country? Yes, this is what I want to do…

(P3-S2)

Collective decision/action involves peer support

A few participants described situations where it is clear that they got peer support or took a collective decision. Participant 8 recalls in Story 3 how he had to resign from his office as Minister:

…and again, at that time I did not consult anyone except only the four of us. We talked – it's the only way out…

(P8-S3)

Similarly, Participant 9 in Story 3 described how he got the support of other colleagues, board members, to persuade a CEO to step down:

Because I took a view that he should also step down, okay, and he had to step down okay. It was not because of me but the majority of people wanted him to step down and somehow he learned about it later…

(P9-S3)

In a personal incident (Story 2), Participant 11 explained how she got the support of her husband in a difficult accident involving their daughter.

From unexpected persons

Finally, three participants, 4, 11 and 14, described how they got support from people they did not expect to at the beginning. This example is from Participant 11 in Story 1:

There was somebody in the bank who wasn't the number one, he was the number three who called me and said, … come see me, I'm going to sort it out for you. And he tided me over for another month which is all that I needed in the event I get something…

(P11-S1)

5.7.4 Internal disposition

This factor of Internal Disposition appeared quite frequently in participants' stories. It was found to be composed of six sub-themes as shown in Figure 5.16.

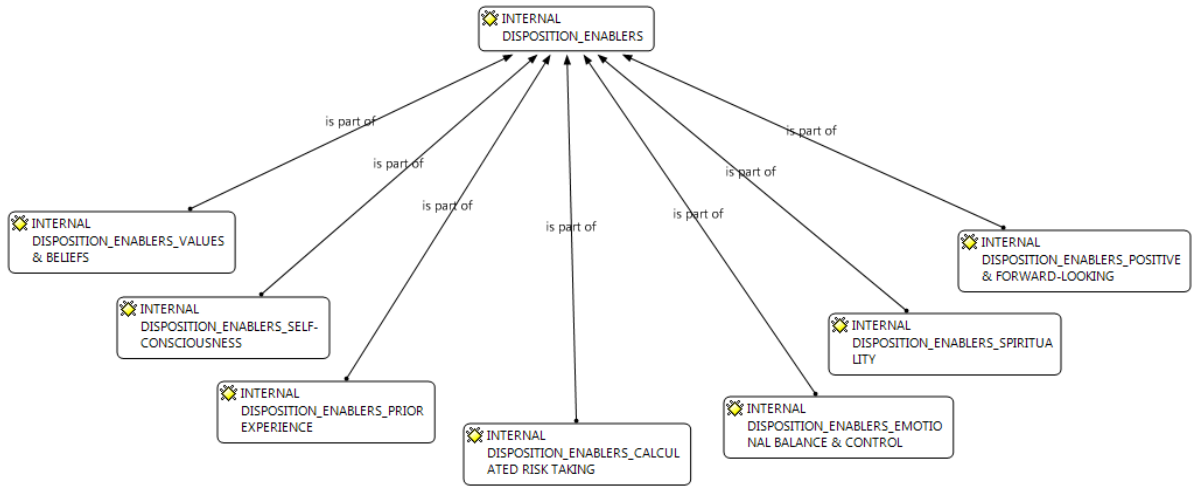


Figure 5.16 The theme Internal Disposition Enablers

The next sections describe each sub-theme.

5.7.4.1 Values and beliefs

One of the sub-themes that emerged from the theme of Internal Disposition was Values and Beliefs. This played an important role in the exercise of courage by these leaders, as shown by their comments below. This driver manifested itself in various forms, mostly in the transition from the trigger stage to the Thoughts and Actions Stage.

Principles

Some participants expressed the theme of Values and Beliefs in how they acted on their principles.

I did tell her that it is not a question of personality and that it is a question of principle and that we just cannot function according to that new formula and we need to accept it. So in a way the "courage" was diluted by abiding to a principle…

(P5-S3)

But the thing is always at the end of the day like I told all my staff is you know, either you have a principle, you stick to it and you stick to the truth and you can always defend yourself…

(P4-S8)

In connection with requesting his friend CEO to step down, Participant 9 in Story 3 said:

But on the principle I was convinced that he had to step down. So I mean I was very forceful for him to step down…

(P9-S3)

Participants 9 and 10 also related incidents about sticking to principles during the courageous actions.

Being human

For Participant 4, when he thought he would be sacked and approached his previous employer to be re-employed, he was not prepared to have the new incumbent lose the job:

…you know, there was this boy there, A…who had replaced me there, and then I said, no come on, you are going to kick him out just to take me, and I said, no I'll stick here.

(P4-S5)

Passion and enthusiasm

Surprisingly, only one participant, Participant 6, named passion and enthusiasm as a factor:

Of course for all of this to work you must have the enthusiasm to do it, the passion to do it, because when you have a passion for things, just like – well I will tell you later on how I came into the book business…

(P6-S1)

So what made me take the decision to move into book business is the passion and the belief…

(P6-S2)

In this instance, it was his passion and enthusiasm that triggered him to move into the book business.

Influence of culture

Culture was also apparent as one sub-theme of Values and Beliefs. This is exemplified by the following two extracts.

My father, being a Chinese from China had a typical personality of a Chinese at that time was not very expressive…we never saw our father complaining about hard work. For them you know, it's a duty. You have to sacrifice somehow you know and then don't forget that in the Chinese culture face saving is very important …One must be doing such a good work beyond reproach– this is something in the culture. Face saving is winning the race and secondly it's about preserving one's self-esteem…

(P6-S1)

Participant 10 used the analogy of DNA to try to explain why some people are more courageous than others:

I don't know what I will call it you know, your upbringing or your culture or your DNA. I'm not sure whether you are born with it you know, but DNA is a generic term in this context – Some people, … who understand basically what needs to be done. And here I'm talking about not even the political fallout, it's just that look it's not them.

(P10-S3)

Exercising moral courage

Participant 8 in Story 1 described how he exercised moral courage despite a lot of pressure:

…and when the report was to be published there was a lot of political pressure on me to remove clauses, to withdraw part of it. I said yes – I can withdraw with one condition, I resign immediately after. Because morally, I cannot (continue). That to me is courage. Then they fear and they pull out...That is courage…

(P8-S1)

The above is an example of a driver that occurred between the trigger stage and the barrier stage, which led the participant to behave ethically and morally.

Being true to oneself

One other factor which appears quite often in the stories is the participants' determination to be true to themselves. Some examples are given below.

So the real thing that led (me) to this courageous decision was honesty. I want to be true to myself, because once you start playing games with yourself you're dead…. You lose your credibility because the greatest judge of man is himself…

(P8-S1)

For Participant 3 in Story 1, when he said that his friend's father said *"I won't feel at peace with myself"*, during a whistle-blowing situation, this is an example of internal values and beliefs.

Somewhat at the beginning (trigger stage) of a big scandal involving his company, Participant 12 (Story 3) explained how he opposed pressure from politicians and the "powers of the day" to accept the blame for his company:

…he explained what had happened and then having explained, we asked him to step down immediately. … So the Board continued and then about an hour later he arrives back with … his lawyer but also the company's lawyer. … So the Board then kicks him out and says, no, you've got nothing to do with this. …And then later on that day …I'm called by H… and I go to his office and there's T… and R… there. And he says you know if my company will accept that they had taken the money there would be no problem. So I said, but H… I'm sorry there would be a serious problem, and secondly if we did take it, where is it? You know, frankly I cannot tell this … I'm not actually going to lie and say we took the money....

(P12-S3)

Internal values

Participant 10 directly spelt this out in Story 3:

So when you look at it, I think it depends on – it depends – as I said, you know, I think it's, I think it's learnable, I think it's teachable but deep down I think there's an element of who you are also…

(P10-S3)

Participant 4 in Story 8 also described how in one of his previous jobs where he was a CEO he had to face pressure from politicians and he resisted these pressures on an ethical basis. Again this was during the Thoughts & Actions stage.

Beliefs

This sub-theme of the Values and Beliefs driver seems to occur between the Trigger and Barrier Stages of the courageous action.

Participant 4 in Story 2 states how he was driven by his belief about language and identity:

Again it's our idealistic young thing continuing from May 1975 you know of those kids, who we thought that Creole language was important, that was in those days – we are talking about before 1982, 1978, 1979 and 1980 and 1981…

(P4-S2)

When Participant 9 in Story 3 had to take the decision or at least influence the decision to request a CEO who was his friend to step down, he decided to act according to his beliefs:

No, I didn't see it difficult to take that decision because I was convinced that he had to step down temporarily because there was something happening. There was a decision which had already been taken. Court had already taken a decision and he had to step down okay…

(P9-S3)

Participant 11 in Story 1 found herself in a situation where the company she joined clashed with her values from the beginning:

The values that I thought that the company that I was joining had didn't seem to match when I got there. They did not like the sort of things that I was finding and I was questioning. That's probably the most difficult situation I've ever had to face…

(P11-S1)

5.7.4.2 Self-consciousness

Certain participants expressed their acts of courage as something quite deep internally, which is here named as Self-consciousness. Examples are given below.

Self-conviction

Participant 5 in Story 2 described how a colleague expressed her conviction in what she did:

And again for me it is about conviction, she knew that what she was saying was right.

(P5-S2)

Participant 3 in Story 1 said that if a person goes against his conviction he is not going to be at peace with himself:

… if that person tries to go against his or her conviction, he/she is not going to be a peaceful person within himself/herself and will always going to be frustrated and will always going to feel diminished…

(P3-S1)

And Participant 14 in Story 2 said the following:

I did find the strength internally because I know why I am here and I am convinced about what I am doing and it is this conviction which helped me…

(P14-S2)

He added in Story 4 that:

To conclude, it is definitely conviction that leads to courage.

Self-respect

For Participant 8 in Story 7 when he was a government minister, he resigned because of self-respect:

Then we told him, we are going to sit together with these people who ... ? and we resigned. That is courageous. So that decision was based on principles, respect for democracy, respect for institutions and respect for myself, because I wouldn't want kids in school telling my kids, your father is a dirty guy, he's an associate of these people…

(P8-S3)

Self-realisation about an unfair system

Participant 10 was guided in his courageous actions in Stories 2 and 6 by his realisation that the system was unfair, and he had this realisation during the trigger stage:

It makes so much sense that you need to protect those who are more vulnerable, and yet people are so weathered to the idea of universal subsidy …. Why? Because the middle class is very strong to articulate its position and to say well this should exist. And you know very well how unfair the system is, because most of the benefit of universal welfare does not go to the poor…

(P10-S2)

No fear or control of the fear

So I was not afraid of anything when I've been there…

(P4-S8)

5.7.4.3 Prior experience

This theme is interesting as it means that prior experience of the participants helped them to become more courageous. As discussed in Chapter 7, this finding has important implications concerning the development of courage in leadership. Here is a sample of what participants said.

Prior preparation

In Story 2 Participant 6 said how the feasibility study for the bookshop he created later in his life was done many years before:

… when I was in B..., so each time... I come back with a bag full of books. When I look around at that time there was Le T, but they are not the proper book stores you know….the good thing is that I had already done my feasibility study during that time I was in B.... The figures were in my drawer. …When I get more and more, information, I was updating it. So it's a project which dates back to 1967/1968…

(P6-S2)

Participant 7 gave another example of how proactive preparation helped him to move into a new business of ISP provision. This prior preparation, part of his internal disposition, had the greatest impact between the Trigger and Barrier stages.

… that was a little bit of a shock to them, when they see that I… has not applied, right, and they see my company XXX got a licence. So now what's going to happen? We were very fast to react; we got our licence in October/November of 2003. In January 2004 we were up and running, right – because the deals were already agreed with operators and we had already brought in the equipment. I followed the business for quite a time, I knew what was happening. So I did all this and from January we were in business, right, and that was a shock. … and we picked up quite a lot of business and this is in their way…

(P7-S1)

Similarly, from a personal perspective, Participant 14 in Story 4 explained how he prepared for quite some time to disclose his HIV status:

When I disclosed my HIV status, people had said that I was a very courageous, but as I said to you it was for me very clear from the start that I am going to do that. So I prepared myself a lot and I talked to my parents, I talked to my doctor and said, what do you think? They said you know, are you sure you want to do that? Don't you want to wait a bit? So I went, I went…

(P14-S4)

Upbringing from parents

For many participants, upbringing and grooming in early years by their parents or environment played a significant role in their courageous ability. This occurred mainly between the Trigger and Barrier stages of the courageous cycle.

For example, Participant 6 in Story 1 explicitly said how his upbringing shaped his beliefs and values about work when he left his position as General Manager to help his father in his bakery business:

My father [said to me]… it's not the job who is going to dignify you, it's you who's going to dignify the job. So, thereon people can say anything they like, But of course, you can hear and you can listen, but then at the end of the day it's you who's go to take the decision. It's you who's going to live with your new realities…

In the same story Participant 6 described how his father instilled the value of hard work in him:

At times at 2/3 o'clock in the morning he is walking around and not sleeping, maybe the bank is pressurising him or something. It's painful. So I remember my father telling me that, if at a young age you don't work hard, you will wait when you are an old man? …

(P6-S1)

Participant 8 related how his father had groomed him to be honest in life:

…there was my father….He told me, he said honesty as you know is our bedrock, so do what you think is honest to do. He said to me, "Look whatever you've done … you've been a responsible young boy, you did well. I have now nothing that I need to tell you what is right and what is wrong. You know better than I do…"

(P8-S2)

Prior painful experience

For some participants, painful experiences in the past make one courageous.

…you need to go through a lot of painful experience throughout to have a strong mettle. Why do people sometimes don't have the courage to go ahead, because it is painful. This is something which I will never stop saying…

(P6-S1)

But for Participant10, his own life story started on very weak grounds as he was poor:

I had to stop school because my parents could not pay, so we worked very hard and I was a child labour…and we started to work quite early…

(P10-S3)

Tough experience leads to preparedness

Participant 11 said that tough experience leads to better preparedness:

…this incident happened now five/six years and the meaning I give to this is that it was very tough at the time, but I think it was a good experience…. I think you learn most ... from the hardest times... And I do think it is how you face the challenge that counts…

(P11-S1)

She added in Story 4 that it is in a true crisis that one finds out who your friends are and who will stand up for you.

5.7.4.4 Calculated risk-taking

Many leaders said in one way or another that they had to deal with risk and this aspect has been grouped under this sub-theme. A few examples are given to illustrate this.

It was a calculated risk

For Participant 1, his departure from his previous job described in Story 2 was a calculated risk, and he had to overcome his thoughts about this risk between the Trigger and Barrier stages:

On the risk side, the risk was that you moved from a financial and secure position and then you move out, but I knew what my abilities are, what are my qualifications, what are my stakes, maybe I didn't know about my market value….

(P1-S2)

Capacity to be creative and innovative

Some participants showed the capacity to be creative when they were facing challenges.

In several stories Participant 10 explained how it is necessary to "think out of the box". An example is given below:

… you need to think out of the box and this has been the best decision that XXX has done. And in fact to show you that it was the best decision everybody followed and it was a transformation. It took nine months and then we had to convince them also. So I did and this is not only about the vision but this is very often change in thinking out of the box, you know, whilst most people … think inside the box …

(P10-S4)

Participant 4, in Story 6, said the following when he refused to work on Saturdays:

And I said, yes, you know, I've got social obligations. I can do the work, I don't have to work on a Saturday. I can do it during the week, and I said… A lot of people waste their time talking, that's why they can't do the job…

(P4-S6)

The event described in Story 4 of Participant 10 is an example of where a courageous act was not a reaction to some event but a proactive move based on strategy. In that story, Participant 10 described how he came up with the idea of introducing a non-stop flight from Mauritius to London. And after several months of trying to convince his colleagues, this proved to be one of the wisest decisions of the company:

Now this was also because we are small you need to walk the extra mile, and you need to think out of the box and this has been the best decision that XXXX has done. And in fact to show you that it was the best decision everybody followed and it was a transformation. It took nine months and then we had to convince them also. So I did and this is not only about the vision but this is very often change in thinking out of the box, you know, whilst most people … with their DNA think inside the box – Just keep it the way we have been doing it, it has been working…

(P10-S4)

Risk-taking disposition

Participant10 said in Story 3 that some people have it within them to be a risk-taker:

I mean you might put it as a DNA because there are people who are equally smart, who are equally bright who probably understand the file much better than I do, but don't have the guts... to do it, or they are too risk averse. There is an element of risk in everything you do, and there's an element of luck, but success only smiles to those people who will take some risk also…

(P10-S3)

Courage with some pragmatism

Participant 11 in Story 1 said that one also has to be pragmatic:

So courage, but I think you need to have some sort of practical pragmatism in that too. That's my view because otherwise you can throw it all away…

(P11-S1)

5.7.4.5 Emotional balance and control

This sub-theme is about the expressed views of participants that they did not react emotionally but rather controlled their emotions so that they could keep control of themselves and act courageously rather than rashly. Not surprisingly, the manifestation of this driver came before the Thoughts & Actions stage.

Controlling one's emotions to act courageously

*During that decision moment**,** I don't have any kind of emotion. Really this is something I also bring forth which I have learned, by experience … It is that you must not have any sentiment, right, even if you have a sentiment/feeling inside. You know sometimes when you have to be taking any decision, you have to feel human, you have to be emotional, you should not be stuck with emotions… And you must never show your emotion and your sentiment when you are dealing with an issue…*

(P2-S1)

Similarly, Participant 4 in Story 5 described how he had to control himself in a situation of harassment:

I controlled myself,…I was close to the door, I stood against the window there you know, in front of the door, and then I swore at him. I was so stunned. I gave him a shock you know, he kind of stood there, looked at me and then he walked out.

(P4-S5)

Courageous decisions need to appeal to brain and not heart

And very often in their argument they appeal to their heart. But you have to appeal to the brain, so this is a tough one, this is a tough one you know, is, how do you convince your colleagues that this is the decision that needs to be made …

(P10-S2)

5.7.4.6 Spirituality

The theme of spirituality appeared somewhat unexpectedly in the research. A couple of participants made reference to a higher order energy, or directly to God. Here are examples of what was said.

Tapping the spiritual force

Participant 8 in two stories referred to the spiritual force that guided him in a very difficult moment. The first is in Story 1:

…and one evening I felt terribly lonely, terribly lonely and terribly depressed right, I went to the Rose-Hill temple. …It was six o' clock in the evening. I sat in the middle of the hall and then I talked to God. I said, look I have done nothing wrong, what I want to do is to do my job to the best of my conscience and ability, I'm not trying to hurt any government, I didn't ask to write this report. That was imposed on me. It's unfortunate. Now I need You to intervene and to tell me what to do. Yes, God is strong Girish –Trust God. Trust God. Somewhere there is a force…

(P8-S1)

A feeling of spiritual push rather than courage

In Story 2 it was more or less a similar situation, when he entered a temple in Kuala Lumpur and sought advice whether to go into politics or not before resigning from his high position as a government official without any pension. For him it was not courage but a sort of inspiration:

And Yes, I have lost 24 years service. I was 42 years old. So you have forfeited 24 years at a very high level. No, no, no this is courage, this is courage. But I don't think it is the word courage. I think it is like an inspiration. It was not me. [The situation in Story 1] was me but this one I get the impression it was not me – It was a kind of a spiritual push – spiritual push.

(P8-S2)

Participant 9 in Story 5 spoke along the same lines as Participant 8 above. For him it was more about intuitive capacity:

These are things that come intuition wise. I think it's important to understand (that) very often we think, strategize and all of that, but very often situations come where you have to show certain (guts) you know and you don't know from where it comes …It just comes, and then it builds up around this then (until) you get in very easily and then it builds up…

(P9-S5)

Participant 14, in Story 2, claimed that he was not an active follower of his religion but did believe in some higher energy:

Then of course sometimes although I'm not someone who is going to Church or practising any dogma, religion which is systematic (I've been raised in a Christian family), I do have a feeling that there is something beyond and that in tough moments I am you know, seeking energy from another source, and I receive it…

Is it because of the Cosmos or whatever or is it just I don't know, you know, a little bit they helped you to get rid of the nervousness, or is it direct support from Angels watching you, I don't know, but I also get that energy to carry on…

(P14-S2)

5.7.4.7 Positive and forward-looking

This sub-theme is about being optimistic about the future and highlights the importance of goal setting and focus. Below are some examples of comments from participants.

Being hopeful about the future

Participant 1 expressed this in Story 2 when he decided on a career move:

And also the other thing is that one needs to be hopeful about the future, because by doing it you might open other doors that you are not even aware of at this stage…

(P1-S2)

Participant 2, in Story 1, also said that when Madagascar operations became his responsibility, he had to believe in what he and his team were doing:

I said guys, we have to make it work, whatever decision we take, whatever we've got to do, we have to make it work and incidentally or coincidently after two months we became profitable…

(P2-S1)

So he concluded in that a leader must be an optimist.

Turn the page and move on

Participant 11 expressed this theme from a different perspective. For her, one has to move on in life:

And the problem is that the legal case drags on and on. So, if you are the major bread earner and if you have children at the time in your life, making these sorts of decisions require a huge amount of courage. The lesson that I learnt is that you have to get up and turn the page…

(P11-S1)

To back up her position, in the same story she used the example of his brother who suffered more or less the same situation as her but he could not accept this fact and never moved on.

Participant 4 is of the same opinion as Participant 11. He said:

So when I was dealing, let's say with B… or with even I…. after the event as soon as I finished I called Sister A… for example telling her that I will leave. You move on, you don't worry about that you know…

(P4-S3)

5.7.4.8 Ownership and independency

This theme emanates from the statements made by participants that institutions should be independent and they also meant that they had a sense of ownership of the situation when they acted courageously. This driver emerged mainly during the transition between the Barrier and Thoughts & Actions stages. Examples are given below.

Independency of the institution

Perhaps the most profound example of this sub-theme comes from Participant 8 in Story 1:

…you are enjoying the power of Director of XXXX awarded because of the constitution which is a form of power, you have got independence. Nobody can dictate to you…

(P8-S1)

Participant 5 in Stories 1 and 2 also related how belief in the independency of an institution can make one take courageous action. In Story 1 when the participant's boss took the courageous decision to get the police out of the campus, it was during the Thoughts & Actions stage. In Story 2, when her colleague faced the trouble-makers with a belief in the independency of the institution, it was at the same Thoughts & Actions stage.

My organisation above all

For Participant 5, this theme also took the shape of thinking about his organisation first and foremost, i.e. taking ownership. In Story 3 he stated that when he was challenged to accept a re-negotiation of an arrangement for a staff member with another institution, he said:

I looked at it essentially from my organisation's point of view and this was unacceptable…
(P5-S3)

Participant 8 in Story 3 experienced a similar situation to some extent in respecting the Parliament as an institution from which he resigned:

Then we told him, we are going to sit together with these people who [...?] and we resigned. That is courageous. So that decision was based on principles, respect for democracy, respect for institutions and respect for myself, because I wouldn't want kids in school telling my kids, your father is a dirty guy, he's an associate of these people….
(P8-S3)

Faithful to one's mandate

This is from Participant 13 in Story 1, while he was working on a very daring budget:

It was a very bold move. Maybe just too far ahead of its time and the people and other team members were not prepared to follow me down that route. But I don't think it is courage. Personally, I thought that I was just doing my job and I was just being faithful to the mandate
(P13-S1)

Sense of ownership

A sense of ownership was also spelt out by many participants. Two examples are given. One is when Participant 3 in Story 2 said that:

I believe that I was not only talking for myself, I was talking for the people I represented…
(P3-S2)

The other one is when Participant 7 in Story 1 had to list all his assets as guarantee to his bank for his business:

At one point in time we had a lot of problems with the banks, and then I had to put all my personal assets on guarantee with the bank….
(P7-S1)

There are other examples of this theme in the stories. Participant 3 in Story 2 described how he fought for the industry. Participant 12 in Story 2 said how he opened up his group to non-whites. And finally Participant 10 describes how there is value in transposing a work situation to a personal situation.

Sticking to the law or rules

A few examples of this second-order concept were found, of which two are given below.

Participant 13 said the following in Story 2 when he was challenged by his peers:

…so I stuck to what the law says I should be doing. I don't write the laws, …However, I don't think it was courage, I was just being faithful to the law, faithful to the mandate I had been given, to the mission that I have been entrusted. You can call it courage, some others can call it obscenity – Others have called it arrogance but whatever it is, if it is stubbornness or arrogance it is supported by the court of law, by the Supreme Court…

(P13-S2)

Participant 4 in Story 7 also explained how he stuck to the rules so that he was protected from being victimised by his boss, during the Thoughts & Actions stage:

I did my things independent you know, but I always stuck to the rules, stuck to the rules under the friendship laws, so that he couldn't do anything against me…

(P4-S7)

5.7.4.9 Perseverance and focus

Perhaps one of the most common themes that emerged from the participants was the ability to persevere and keep one's focus towards one's goal. This is demonstrated by the responses from a sample of participants given below.

Being focused and with perseverance

Participant 6 said in Story 2 that when he wanted a large area for his bookshop and the landlord was not willing to rent such a large area, he simply said either you give me 3,000 square feet or nothing as this is what the business needs. In that same story he added:

…and when you know what you want to do then things happen…

(P6-S2)

Participant 14 in Story 1 gives an interesting perspective on this theme in that he described in detail all that was happening while he was focusing on what he needed to do. It seems that everything fell into place as he persevered in his mission:

It was crystal clear, crystal clear, so clear that I was you know shaking and I was nervous, and I said okay, so I cool down and I write down, I put my ideas on the paper because otherwise I could not go to sleep, and then the next day I woke up I said well yesterday at night I wrote – I read what I wrote and I said, who is this? It was clear, and I know step one, step two, step three, step four and things unfold so quickly and with so much support it was like all the world was conspiring for me…

(P14-S1)

There were many such instances in the stories which are related to being focused and had a dimension of perseverance by the participants. These instances can be found in Annex 11.

Deciding despite lack of support

A few participants also described how they overcame lack of support or took decisions despite lack of support. For example, Participant 6 described in Story 1 how he left a well-paid job to join his father's business:

… my wife wasn't too happy about that. Of course, some of my best friends said that I must be foolish, and then the Manager of B..., Mr B, came to see me, … you know with all the flowers after I have left. So he was saying you left there to come and put yourself in flour. Then I said to him – deep inside me, I had to serve the family – I had a serious duty…

(P6-S1)

Participant 1 in Story 1 described how for him courage is about overcoming resistance to change:

So any change will lead to resistance of the monopoly and I would say that it is the goal of the leaders to be able to articulate the direction and to defend the idea, and to make sure that it is properly implemented despite all the resistance that they will find along the way. So can I say that courage can be defined as facing that resistance…

(P1-S1)

Participant 10 told in Story 6 how people surrounding him said it was impossible to do something but he persevered and managed to complete the task (in this instance of removing tax on revenue for sugar producers):

And during my career, there were instances when other people told me it was impossible, even in parliament and even my colleagues. It was a difficult one because they said no, they said no. But I was nevertheless given the freehand to carry on because most of them thought it would not happen…

(P10-S6)

Participant 10 had many other situations where he had to take decisions despite lack of support.

Luck

For a few participants, this theme of Perseverance and Focus felt more like luck. This is what Participant 6 said in Story 1:

When I look at the decision now, I say it was a wise decision as well as I think that sometimes besides you must have some luck some chance, I think so, because you can't really foresee how things will unveil...

(P6-S1)

Participant 7 in Story 1 and Participant 10 in *S*tory 3 also made reference to luck during their courageous actions.

5.8 Emerging theoretical framework on courage in leadership

The purpose of this section is to present the emerging theoretical framework showing how courage drivers manifest themselves during courageous leadership. This will be done by juxtaposing the findings of this research with research literature around the two major themes of Drivers of Courage and the Courage Manifestation Cycle.

5.8.1 Drivers of courage

Research Question 2 of this study was about finding the drivers of courage amongst leaders in Mauritius. The earlier sections have found various themes which can be clustered into the drivers of courage.

In Chapter 2 many studies were discussed about scholars trying to better understand the construct of courage and in particular what its components are. This research did not take the same approach. On the contrary, the focus was on understanding the role of courage in leadership. In section 2.5.1 studies which considered courage as an internal construct were critically discussed. To some extent there were similarities with certain findings of this research.

For example, Aprigliano (1999), who studied transformational leaders and their experience of courage development, is quite relevant here. This scholar found the existence in leaders of beliefs and principles, which he termed Foundational Absolutes, while in this study these are clustered in the driver Values & Beliefs. He also had another cluster called Life Experiences and Contemplative Actions, which include careful consideration of options; in this study these are found in the drivers Calculated Risk-taking and Prior Experience.

On the other hand, Harbour (2007; Harbour and Kisfalvi, 2012), studying leaders in the context of mergers of enterprises, found that courageous decisions are favoured by self-confidence. Themes like self-confidence were also found by Richards (2008), who explored courage in the context of female leadership. Self-confidence as such was not found directly in this study, but it results from drivers like Values & Beliefs, which incorporates dimensions such as adhering to principles, passion and enthusiasm, beliefs, internal values, and being true to oneself, which all directly build the self-confidence of the actor. The driver Prior Experience also develops the self-confidence of the actor over time. Harbour also found that emotion intensity and emotion control played an important role in the shift from "courage to act" to "courage to be". This research found that emotional balance and control is actually an important driver for courage to manifest itself, which is consistent with Harbour (2007) who is one of the few scholars who have considered emotions as an important factor for displaying courage. As Aristotle puts it (Plato, 380 B.C.E), courage is the mean between cowardice and rashness and this research has shown that in order to reach that mean emotional control and balance is needed. In fact, Harbour wrote that preparedness by experience played an important role in modulating the intensity of emotions. Although this was not researched in this study, the role of emotion control in behaving courageously was confirmed. One of the drivers of courage which has been clustered as Internal Disposition in

this research is actually in line with the work of Schilpzand (2008), who conceived of courage as a disposition and developed a measure for measuring courage. Rate (2007; Rate et al., 2007) on the other hand developed a model of courage which acknowledges the existence of external circumstances; in this research the external circumstances are represented by the drivers Support and a Greater Cause. Rate also found that emotion has a role in courage, though for him it was peripheral while in this research Emotional Control & Balance was found to be a driver of courage with a central role. It is however to be noted that Rate's research was done in an army setting which has a command and control culture, where probably emotions are relegated to the back compared to the world of business. This may explain the peripheral importance of emotions in his findings.

Another researcher, Goud (2005), who studied courage in isolation postulated that there are three dimensions of courage: fear, appropriate action and purpose. All three were found in this study. Fear is associated with the drivers of Calculated Risk-Taking and Emotional Control & Balance while purpose is associated with the drivers of Greater Cause and Positive & Forward-looking. Appropriate action is actually a stage in the model posited in this research (Thoughts & Actions).

In research concerning ethical challenges, Sekerka et al. (2009) found five themes, two of which were endurance of threats, which relates to the Barrier Stage found in this study, and moral goals, which is directly related to the driver of Greater Cause. However, the authors categorise moral goals as being of an internal nature while in this research a Greater Cause is categorised as an external driver of courage. This is because in this research the Greater Cause is usually taken to be an external reason for taking an action that will primarily impact the external environment and not the person as such, initially.

Similarly, April et al. (2010) in their studies identified the following ethics enablers: Upbringing, Spirituality, Mentors and role models, Honesty, courage and integrity, Self-control, Conscience, Standing up for own beliefs, Codes of conduct, Self-knowledge, and Defining moments. And most of these ethics enablers are obviously the same as or very close to the **Internal Disposition** courage drivers identified in this research. This research augmented the understanding of courage in leadership by surfacing three more courage

drivers, namely Greater Cause, Sacrificing Something and Support. Mentors and role models of April et al's ethics enablers can be said to be close to the Courage Driver Support.

In an empirical study, O'Connell found that Creativity and Risk were significantly related to courageous leadership. In this research the driver Calculated Risk-Taking includes the element of risk and creativity, as shown in section 5.7.4.4.

And finally, Koerner (2014) studied courage in conjunction with identity dynamics and found that social forces can serve to facilitate or inhibit courage. This finding was also obtained in this research in that the driver Support is one aspect of social forces impacting positively on a person to act courageously. For example, Participant 1 in Story 2 said: *"...when I told [my wife] about it..., she was very supportive..."*. The same thing happened for Participant 7 in Story 1, who said *"I had a lot of support from my brothers. They understood the business"*. Conversely, at the Barrier stage resistance from stakeholders as a social force does act as an inhibitor. For example, Participant 11 in Story 3 said: *"... And there were an emergency sort of Board meeting...I was expecting 100% support for what happened... I got 60/70%..."* Participant 3 in Story 2 concurred: *"... Display of courage was probably a value or virtue that was admired in the past... society today rewards people who are popular, people who are glamorous..."*. Furthermore, in section 5.3.1 some internal dispositions which act as disablers of courageous acts were presented. Fear and Internal discomfort are two such sub-themes, which to some extent reflect Koerner's finding that courageous acts assist a person to manage discrepancies between self- and social identities. It is through addressing this internal discomfort that the courageous acts take place. Therefore, it can be inferred that acts of courage do not solely depend on the individual but are also dependent on external drivers of courage.

To conclude this section, it is worthwhile reminding the reader that this research was not an attempt to identify the components of courage but to discover what can make leaders behave more courageously, and from that angle identifying the drivers of courage was a stepping stone. In fact, external drivers of courage may help to raise the latent internal drivers so that courageous acts can happen. This is consistent with the phasic element of courage in the tonic versus phasic spectrum (Lopez and Snyder, 2009), meaning that courage emerges in its pure

form when “needed”. It can be said that although some aspects of the findings of this research exist in previous research, this research has extended the body of knowledge in presenting precisely what drives a person to act courageously. In particular, ownership and dependency, whereby the leader takes ownership and acts independently; the importance of perseverance and focus, the value of sacrificing something, the existence of support from the environment, self-consciousness meaning anything connected with self, such as self-awareness or self-realisation, and spiritual dimensions are some of the new dimensions which have been revealed as drivers of courage.

5.8.2 The courage manifestation cycle

As it has been shown earlier in this chapter, the Trigger, Barrier, Thoughts & Actions and Ending stages form a cycle whereby one cycle feeds the next one. The drivers of courage have been identified and discussed. Furthermore, it has been found that leadership skills play an important role in Thoughts and Actions stage. The next question is therefore where do the drivers of courage intervene?

From the timing in the stories when the leaders talked about concepts linked to courage, it appears that the courage drivers are tapped or elicited in between the Trigger and Barrier stages as well as between the Barrier and Thoughts & Actions stages. It is not clear whether the same drivers are called upon in both transitions. It is after the courage drivers are tapped that they manifest themselves during the Barrier stage (to face the barriers) and during the Thoughts & Actions Stage (to take actions). The cycle is named the Courage Manifestation Cycle. This is shown in Figure 5.17 below.

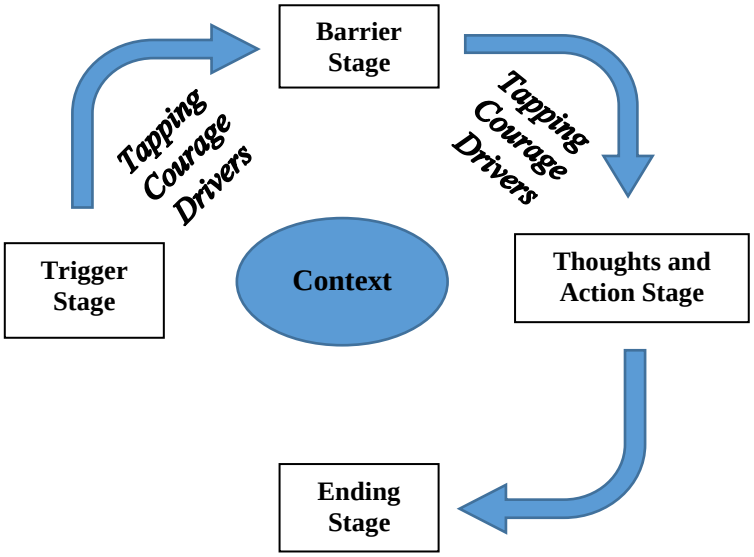


Figure 5.17 The Courage Manifestation Cycle

As shown in Chapter 2, a few studies have revealed that courage manifestation follow a process. This research also uncovered a process of manifestation of courage which is cyclic, named the Courage Manifestation Cycle. Asarian (1981), in one of the early studies on courage, found two phases: one of being courageous and another of becoming courageous, which he called the "living out of courageous decisions". The latter can be considered to be the Ending Stage of the Courage Manifestation Cycle of this research. Furthermore, it appears from the stories that between the Trigger and Barrier stage mainly internal drivers of courage are tapped, i.e. the internal disposition. This seems to be consistent with the "courage to be" which Asarian name as the first phase and which Harbour (2007) also found as part of the emotion control. Between the Barrier and the Thoughts & Actions stages, the data indicates that the external drivers of courage like Greater Cause, Ownership and Independency, and Sacrificing Something play the greater role. It is what Asarian terms becoming courageous or "living out of courageous decisions" and which Harbour called "courage to act". And during the Thoughts and Actions Stage the courageous actions are facilitated by the leadership skills.

Hannah et al. (2007) in her research proposed a subjective experience of courage. In her model, the stages, although not spelt out as stages, were Perception of Risk, Experienced Fear, and Courageous Behaviours. Both risks and fear were found to exist in the Barrier stage of this study. And she found that the stage of Experienced Fear is impacted by Social Forces, Values & Beliefs, Positive Traits and Positive States. These are also concepts found in this

research, in the themes of Values & Beliefs and Support. After the courageous behaviour, she argued that retrospective Attributional Processes take place, generating the Subjective Experience of Courageousness. This subjective experience of courage, through reflexivity, then impacts the values and beliefs of the actor and the positive states of the actor. This is consistent with what has been found in this research, namely that one cycle feeds another. While Hannah et al.'s model explains what happens in the courageous decision-making process, the Courage Manifestation Cycle of this research coupled with the feeding of the next cycle by the previous cycle, describes what happens when a leader behaves courageously thus answering Research Question 1. The explanation of how the actor moves from one stage to another lies in the identification of the courage drivers which drive the leader along the cycle from one stage to another. Hannah et al. focused on the decision-making processes taking place, which was not the focus of this study. But in her model, some elements of the stages model of the Courage Manifestation Cycle can be seen. For example, Trigger in this research is the equivalent of Perception of Risk in Hannah et al.'s model. Similarly, the Retrospective Attributional Processes are part of the Ending stage of the Courage Manifestation Cycle developed in this research, where the actor reflects on the courageous action, which impacts the next courageous action in his/her life. Hannah et al.'s model does not specifically mention that continuity.

Kruger (2007) also looked at courage from a process view in studying how courage relates to leadership in the context of community college leaders. Her study also found four phases, partly in line with the outcomes of this research. The table below shows the comparison.

Table 5.3 Comparison of the findings of Kruger (2007) and this research

Kruger (2007)		**Nuckchady (2015)**	
Phase 1	Fear Responsibility Risk Reasoned choice	Trigger Stage	Personal Challenges Change Instability & Conflicts Other Environmental Changes
Phase 2	Action Focus of attention Adversity Loss	Barrier Stage	Internal Disposition Disablers: Organisational Dimension (Systemic) Very Close Environment Remote or Higher Environment

			Risky Potential Outcome Identity Challenge
Phase 3	Fortitude under stress Management of controversy Survival amidst challenges (resilience)	Thoughts & Actions Stage	Leadership Skills Rationalised Decisions
Phase 4	Self-integrity Institutional sustainability Sense of release Preparing for future courage-demanding situations	Ending Stage	Post-Event Reflections such as sharing emotions or confirming why the courageous actions took place and also about the outcomes reached.

As seen in this table, there seems to be a very close fit between Phase 4 of Kruger and the Ending stage of this research as well as Kruger's Phase 3 and the Thoughts & Actions stage of this research. But there also seem to be some commonalities between Kruger's Phase 1 and Phase 2 as a cluster and the Trigger and Barrier stages combined. This comparison with Kruger's findings suggests that the cycle of courage found in this research may not be travelled sequentially but there are some iterations before moving to the next stage. This is consistent with what Harris (2000) found, namely that the relation between courage and leadership may be sequential or dynamic and that courage is called upon at all stages in the decision-making process. It can therefore be inferred that at each stage the actor may be going through a mini-cycle comprising the same stages before moving to the next stage. This is shown in Figure 5.18 below.

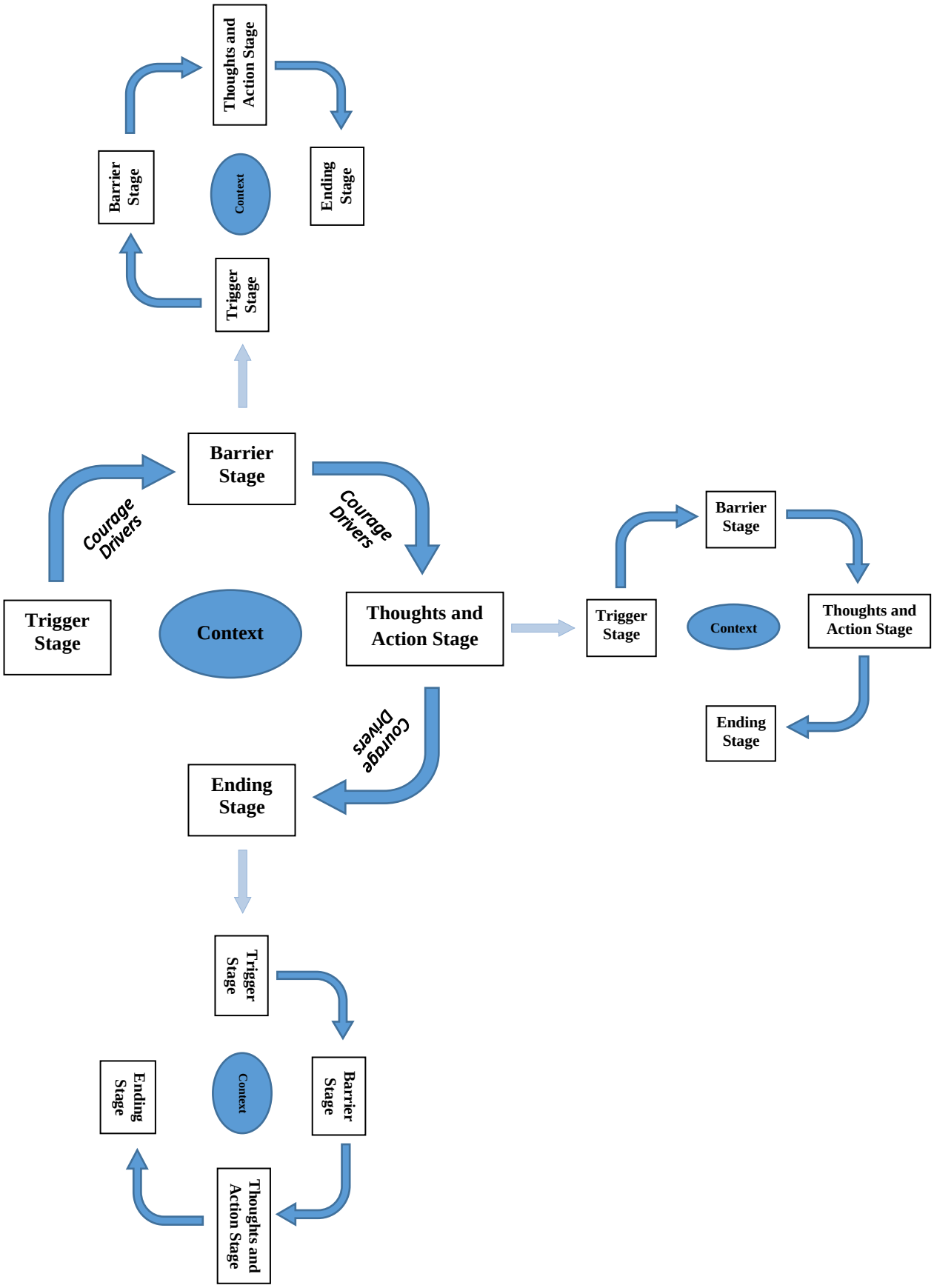


Figure 5.18 Courage Manifestation Cycle at each stage

So in essence, as the leader journeys through the Courage Manifestation Cycle, he is bound at each stage to go through a mini-cycle based on the same principles.

Schilpzand et al. (2015) developed a process model of courage in the workplace. Although the author interpreted the stories of courage as a two-staged process, it is felt that the beginning and final part of the process were not included and identified as they are in this research. The table below reports how the two sets of findings compare.

Table 5.4 Comparison of the findings of Schilpzand (2010) and this research

Schilpzand (2010)		**Nuckchady (2015)**	
Reported Challenging Events	Error Power abuse Someone in need Ambiguity	Trigger Stage	Personal Challenges Change Instability & Conflicts Other Environmental Changes
Reported Mechanism	Felt responsibility (Approach emotions, Cost of not acting Duty/obligation)	Barrier Stage	Internal Disposition Disablers Systemic Dimension Very Close Environment Remote or Higher Environment Risky Potential Outcome Identity Challenge
Reported Enablers	Perceived relative power advantage (Formal authority, Competence, Resources) Perceived autonomy (Power-decentralised culture, New to the organisation, Young, Oblivious) Social Identification (Liking target, Attachment to team, Attachment to organisation, Minority status)	Thoughts & Actions Stage	Leadership Skills Rationalised Decisions
Reported Courageous Actions	Uncovering mistakes Structuring uncertainty Standing up to authority Protecting those in need	Ending Stage	Post-Event Reflections such as sharing emotions or confirming why the courageous actions took place and also about the outcomes reached.

It can be seen that Schilpzand's findings include some of the drivers of courage within the emerging themes and constructs shown in brackets. No distinction was made between the stages through which the actor journeys and the actual drivers which make the actor do the courageous acts. However, the reported enablers in the language of this research are the drivers of courage. For

example, a sense of Ownership and Independency was one of the courage drivers identified in this research. On the other hand, Schilpzand reported Perceived Autonomy as an enabler, which equates to Ownership and Independency. Similarly, Social Identification as found by Schilpzand is more or less the same as the drivers Greater Cause and Support of this research, as it includes attachment and belief in the organisation, the team and the target.

On the other hand Harris (2000), as stated above, found that the relation between courage and decisions may be sequential or dynamic, and that courage is called upon at all stages in the decision-making process. The findings were confirmed in this research (see section 7.3 above).

Harris also found that courage enables a person to transcend thoughts into actions, which is exactly what happens in the stage Thoughts & Actions in the Courage Manifestation Cycle of this research. Another scholar, Koerner (2014), also unveiled from the lens of identity tensions five storylines: Endurance, Reaction, Opposition, Creation and No courage. Section 6.15 describes the storylines which emerged after deeper analysis and reading of the quotations and actual stories. Identity tension was seen to be a backdrop storyline for most of the stories analysed in this research.

Finally, it can be said that the journey of the courageous leader pictured as one cycle leading to another is in line with what has been found in the literature concerning the construct "character", which is close to courage. Sarros et al. (2006) argued that character is something that can be learned and forged throughout the lives of people, i.e. through experience. Peterson and Seligman (2004) argued that building character is a kind of moral development, which gets better with age and can be cultivated.

Based on the above discussion of the findings, the following proposition emerges:

Proposition 1: Each courageous act in leaders follows a cycle which in turn increases the courage disposition of the leaders for future courageous acts.

5.9 Leadership skills as facilitators of courage

One of the findings of this research is that, in addition to the presence of drivers of courage for leaders to act courageously, there is a need for good leadership skills to sustain the courageous action to the end. Section 5.5 about the stage Thoughts & Actions has one component consisting of leadership skills. These are the traditional skills that leaders are expected to have, such as communication skills, the ability to self-evaluate, flexibility, having contingency plans, taking

actions, building a track record, providing re-assurance to peers, etc. However, it has been found that the leaders who participated in the research had more than these leadership skills. They had access to drivers of courage, which can be internal as well as external. For example, drivers such as belief in a Greater Cause, Focus & Perseverance, the ability to Sacrifice Something and taking Ownership and Independency are all external to the person. The leader could also have access to some internal dispositions which would further increase the likelihood of taking courageous steps. These internal dispositions are shown in Figure 5.16 (section 5.7.4).

In other words it can be said that leadership skills play the role of facilitators of courage but they are not sufficient for an actor to act courageously. The table below shows how the internal drivers of courage and the external drivers of courage are spread for each participant.

Table 5.5 Internal and external drivers of courage found for each participant

PARTICIPANT	DRIVERS OF COURAGE	
	INTERNAL	EXTERNAL
1	Positive & Forward-looking Prior Experience Self-consciousness	Support Sacrificing Something Support
2	Calculated Risk-taking Emotional Balance & Control Self-Consciousness Positive & Forward-looking Values & Belief	Greater Cause Perseverance & Focus
3	Self-consciousness Values & Beliefs	Greater Cause Ownership & Independency Sacrificing Something
4	Calculated Risk-taking Positive & Forward-looking Emotional Balance & Control Prior Experience Values & Beliefs	Greater Cause Perseverance & Focus Ownership & Independency Sacrificing Something Support
5	Self-Consciousness Values & Beliefs	Ownership & Independency Sacrificing Something Support
6	Prior Experience Values & Beliefs	Perseverance & Focus Sacrificing Something Support
7	Positive & Forward-looking Prior Experience	Greater Cause Perseverance & Focus Ownership & Independency Sacrificing Something

		Support
8	Prior Experience Self-Consciousness Spirituality Values & Beliefs	Ownership & Independency Sacrificing Something Support
9	Self-Consciousness Spirituality Values & Beliefs	Greater Cause Sacrificing Something Support
10	Calculated Risk-taking Emotional Balance & Control Prior Experience Values & Beliefs	Greater Cause Perseverance & Focus Ownership & Independency Sacrificing Something Support
11	Calculated Risk-taking Positive & Forward-looking Prior experience Values & Beliefs	Support
12	Values & Beliefs	Greater Cause Ownership & Independency Sacrificing Something Support
13		Ownership & Independency Sacrificing Something Support
14	Prior Experience Self-Consciousness Spirituality Values & Beliefs	Greater Cause Perseverance & Focus Support

From the above table it can be seen that there is no specific trend in terms of distribution of internal and external drivers of courage, though one could expect that those leaders with weak internal courage drivers would depend a lot on external courage drivers. This is an area of investigation worth pursuing further. However, as has been discussed in section 5.8.2, it appears that the internal drivers of courage are tapped mostly between the Trigger and Barrier stages while the external drivers of courage are tapped mainly between the Barrier and the Thoughts & Actions stages.

The fact that traditional leadership skills learnt in training are not sufficient, has important implications in terms of training leaders to be courageous and thus more effective.

5.10 Conclusion

The cross-story analysis presented in this chapter has shown that the display of courage by leaders follows a pattern which is termed here the Courageous Leadership Journey. It is a series of connected courageous experiences which inform the next one(s).

Furthermore, it has been seen that for courage to be manifested, there is a need for drivers of courage to exist. These drivers are both of an internal disposition (for example, Positive & Forward-looking) and external (for example, Support). The mere existence of leadership skills is not enough. They help but are not sufficient for leaders to act courageously. They are actually facilitators of courage rather than drivers. This finding has an important bearing on leadership development initiatives and the recruitment of leaders in organisations. This will be elaborated on in Chapter 7 (Theoretical Contributions, Conclusions and Implications).

5.11 Summary

This chapter presents the results of a narrative thematic analysis of stories extracted from the transcripts of the participants and assisted by ATLAS Ti. A number of themes were obtained after clustering the categories identified through coding the stories. Each theme was discussed. Finally, an approach using the development of meta-stories was adopted to synthesise the findings and to demonstrate how the themes can be used and applied. The next chapter (Chapter 6) will consider each participant individually and study the data to find out how the manifestations of courage happened for each one.

Chapter 6 The Courageous Leadership Journey of each participant

The purpose of this chapter is to show how the various participants perform the meta-narrative themes, namely the Courage Manifestation Cycle and the Drivers of Courage in their life story (the courageous leader's journey). It is about the local knowledge obtained about each participant, in line with post-modernism.

The courageous journey of each leader is presented in a diagram consisting of a series of concentric Courage Manifestation Cycles, which also show the first-order concepts stated by the participants. The codes and corresponding quotations are shown in Annex 11. Due to space limitation in the diagram not more than three cycles are shown for any participant. The cycles are presented chronologically to show how each cycle feeds into the next.

The discussion focuses on the drivers of courage and at what stage in the cycle they were manifested.

6.1 Participant 1

Participant 1's transcript was quite thick and actually yielded four stories. Based on the analysis of the earlier chapters the following Courageous Leadership Journey was found for this participant.

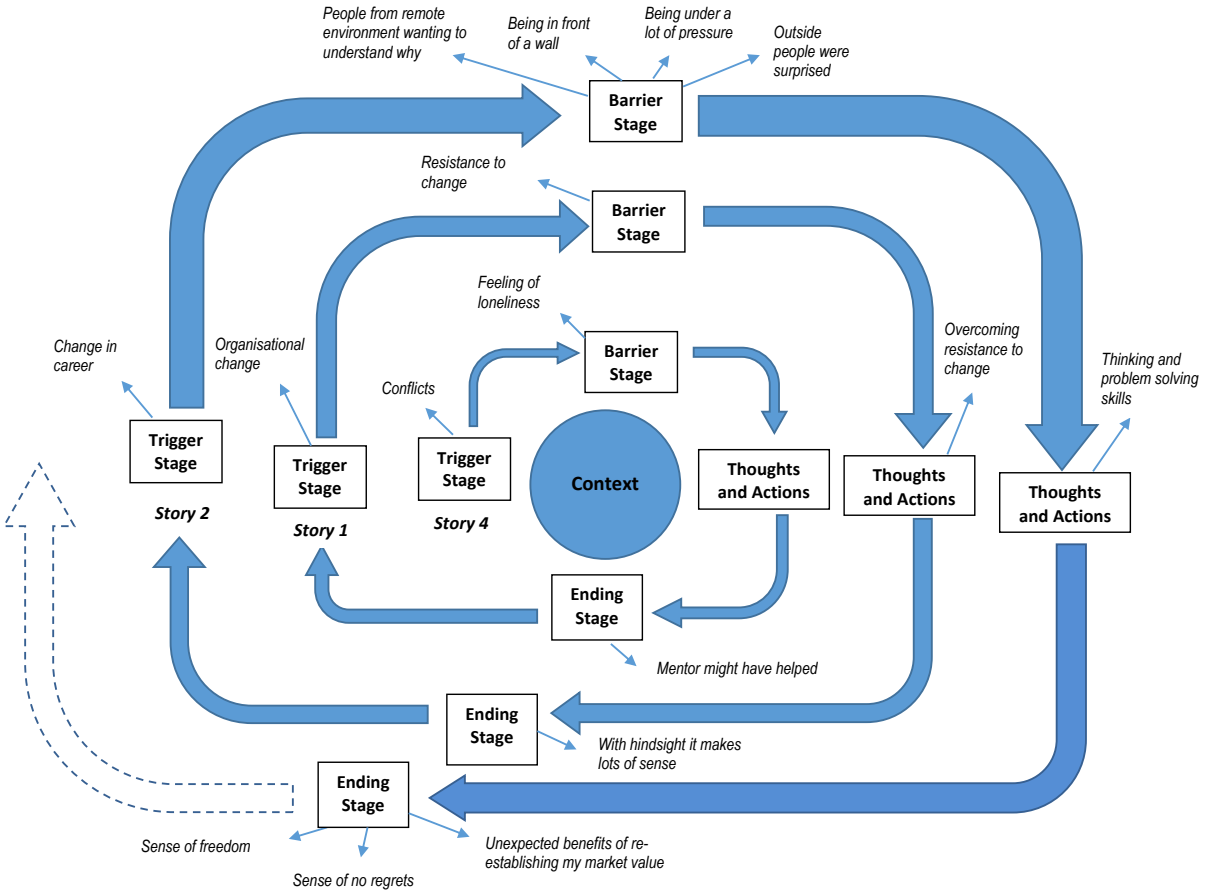


Figure 6.1 Participant 1's Courageous Leadership Journey

In Story 4, which was about being in the middle of a conflict between the shareholders of his company, he could not speak to anyone as all as it all was very confidential and he felt very lonely. He could have had a lack of courage to leave because he did not have support. This support would most probably have been tapped between the Barrier and Thoughts & Actions stages, due to his (internal) loneliness. If he had had a mentor maybe he could have left then.

In Story 1 which is about organisational change, resistance was perceived as part of the Barrier stage. No Courage Driver was seen to be tapped. But in Story 2, which is about a change of career, the moment he decided to leave he started to perceive resistance and barriers to his decision. What made him overcome these barriers were the courage drivers **Internal Disposition_Positive & Forward-Looking** (Being hopeful about the future) and **Sacrificing Something** (Not thinking about the consequences) which were elicited between the Trigger and Barrier stages. Between the Barrier and Thoughts & Actions stages **Support** (From family and the closer community understood) was the Courage Driver tapped.

6.2 Participant 2

Two stories were extracted for this participant. It was also noticed that one of the stories (about Change) lies in the broader context of politics and regional cooperation while the other (about Identity Tensions) is within the context of organisational politics.

Using the same approach as for Participant 1 the courageous journey of the participant is presented as two concentric Courage Manifestation Cycles (Figure 6.2).

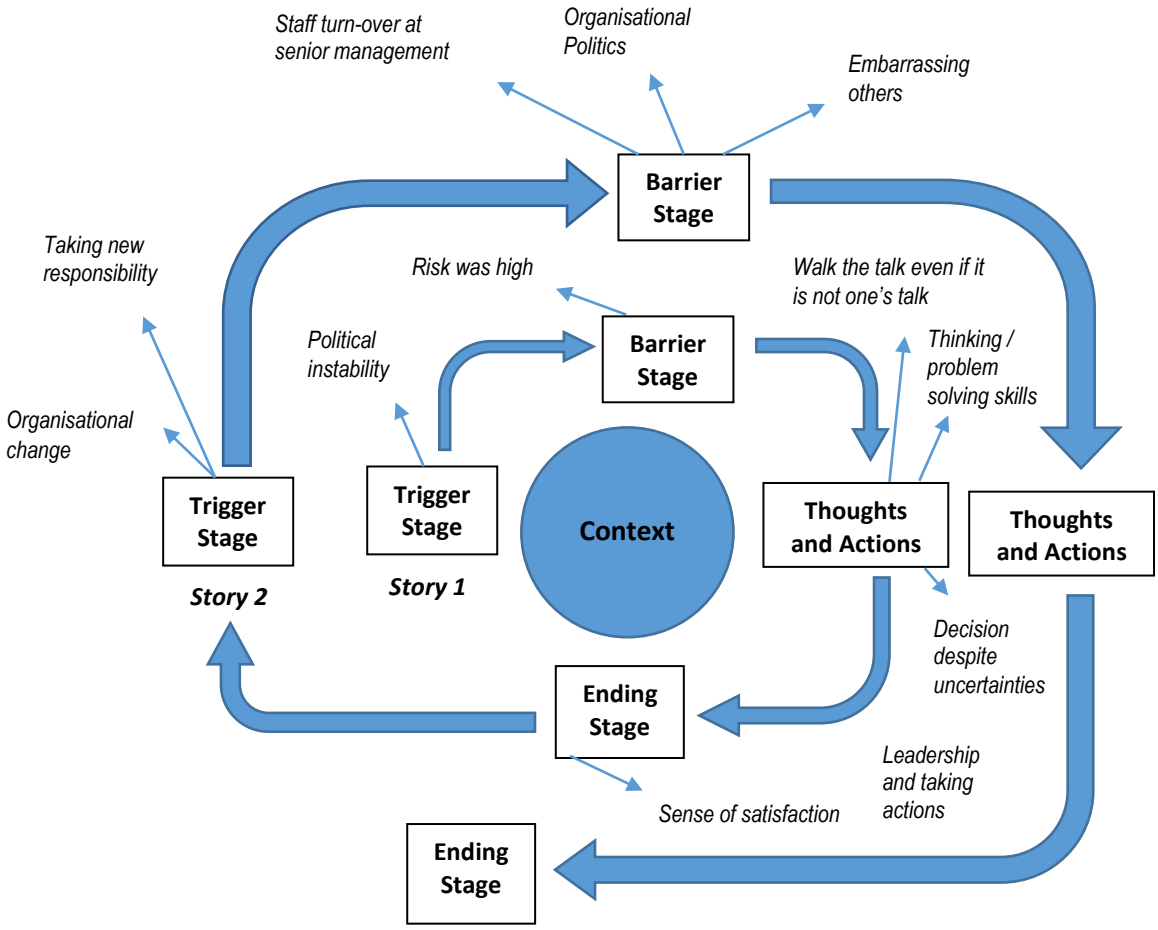


Figure 6.2 Participant 2's Courageous Leadership Journey

In Story 1 the various components of the Courage Driver **Internal Disposition** (Internal Values, Self-awareness about taking challenges and Control one's emotions to act courageously) were elicited between the Trigger and Barrier stages to overcome the barrier, in particular the risk involved in not closing the Madagascar operation. Between the Barrier and Thoughts & Actions stages, two other components of the Courage Driver **Internal Disposition** appear prominent,

namely the capacity to be Creative & Innovative and Positive & Forward-looking. Additionally, it appears that the Courage Driver **Being Focused and with Perseverance** plays an important role between the Barrier and Thoughts & Actions stages.

6.3 Participant 3

Only two stories were extracted from the interview transcript. Both were in the context of Identity Tensions although the second had some dimensions of Change.

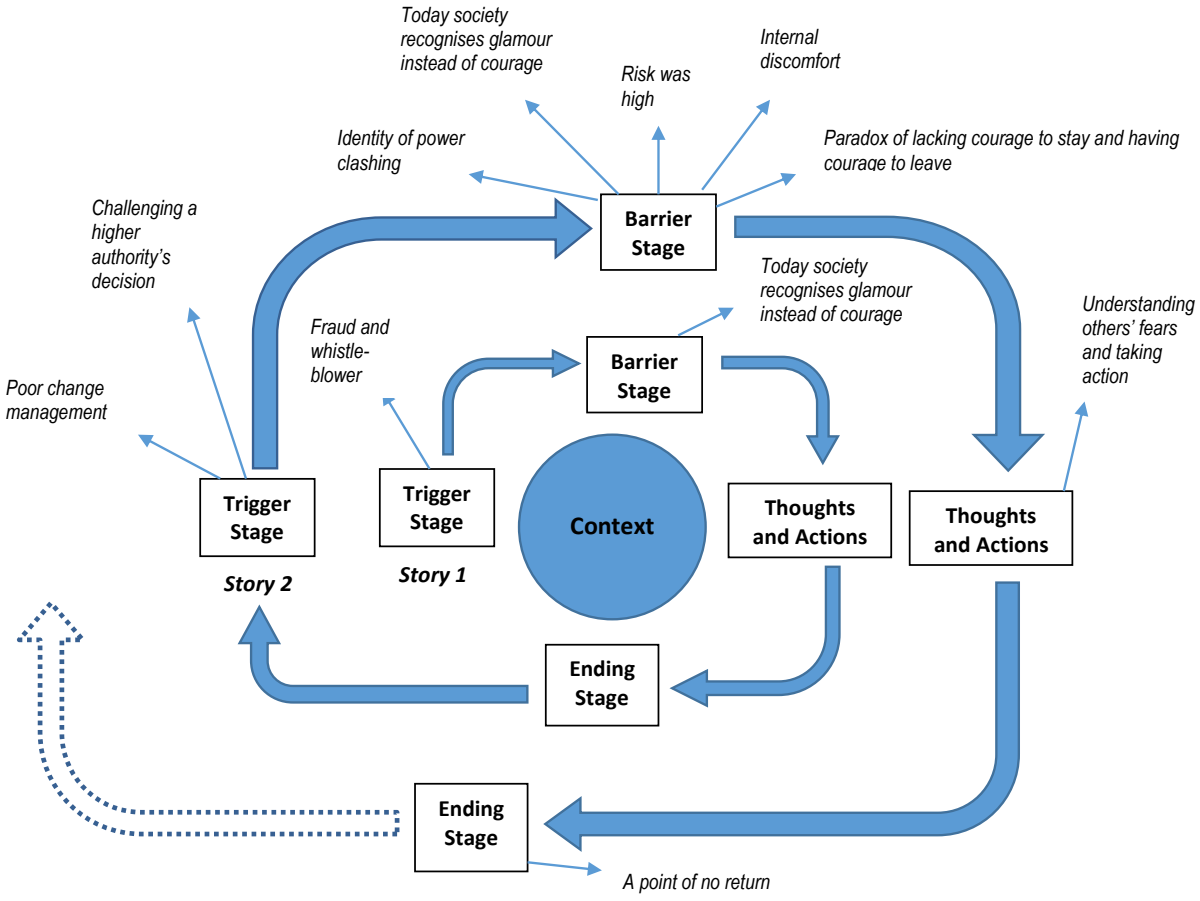


Figure 6.3 Participant 3's Courageous Leadership Journey

In Story 1, the main courage drivers which played a prominent role in facing the barrier appeared to be the **Internal Disposition** (Being True to oneself and Self-conviction) as well **Ownership & Independency** (Sense of ownership). Most probably these drivers were carried further between the Barrier and Thoughts & Actions stages.

In Story 2, quite a number of courage drivers were in action. Between the Trigger and Barrier stages, it seems that the following drivers of courage were tapped: **Internal Disposition_Ownership and Independency** (A sense of ownership), **Greater Cause** (Interests of the larger community, Being a role model, Importance of impacting lives). They were tapped the moment the barriers were perceived, which is when Government decided to go ahead with the project of introducing summer time without any consultation. The following courage drivers were tapped between the Barrier and Thoughts & Action stages: **Support** (From stakeholders outside community, From family, Identity alignment with others), and **Sacrificing Something** (Being aware of the price to pay).

6.4 Participant 4

This participant's transcript was very thick in detail and yielded nine stories. Three sequential and quite thick experiences have been used to illustrate this participant's Courageous Leadership Journey, namely Stories 1, 2 and 3. The first two relate to Identity Tensions and the third one is in the context of Response.

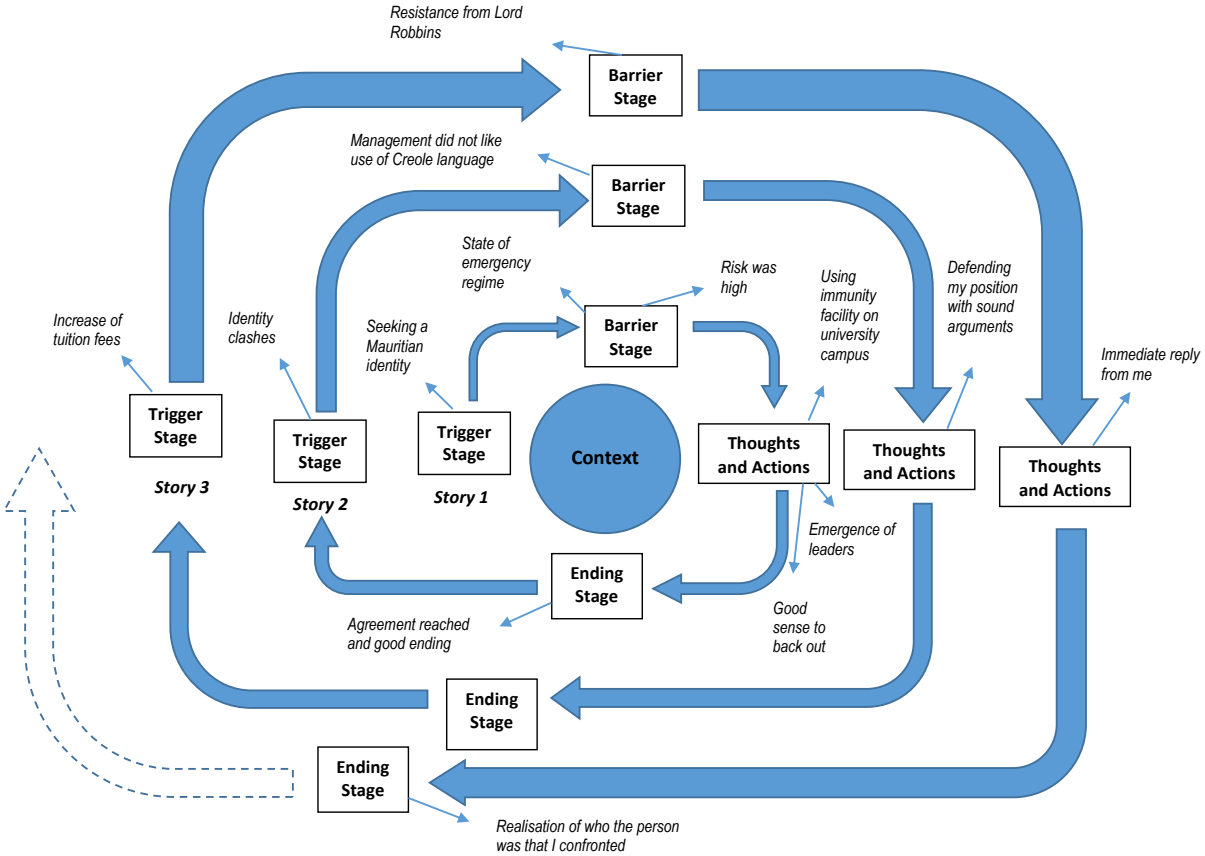


Figure 6.4 Participant 4's Courageous Leadership Journey

In Story 1, no courage drivers were reported as being tapped between the Trigger and the Barrier stages. But between the Barrier and Thoughts & Actions stages, the courage drivers **Support** (Collective decision/action involve peer support) and **Sacrificing Something** (Not thinking about consequences) are elicited. This occurred during the preparation for and the actual students' march of May 1975.

In Story 2, the Courage Driver **Greater Cause** (interests of the larger community) appeared to be tapped between the Trigger and Barrier stages when the participant was queried about the use of Creole and carried further down the cycle.

As for Story 3, during the transition from the Trigger to the Barrier stages, the following courage drivers were tapped: **Support** (My friend did not pull me out), **Internal Disposition** (Not rash but based on beliefs and Principles). Between the barrier and Thoughts & Actions stages the Courage Driver **Positive and Forward-looking** (Turn the page and move on) was into play.

6.5 Participant 5

The three stories generated from this participant's transcript, although not that thick, did show the existence of the same stages. The first two relate to Identity Tensions and the third one is in the context of Response.

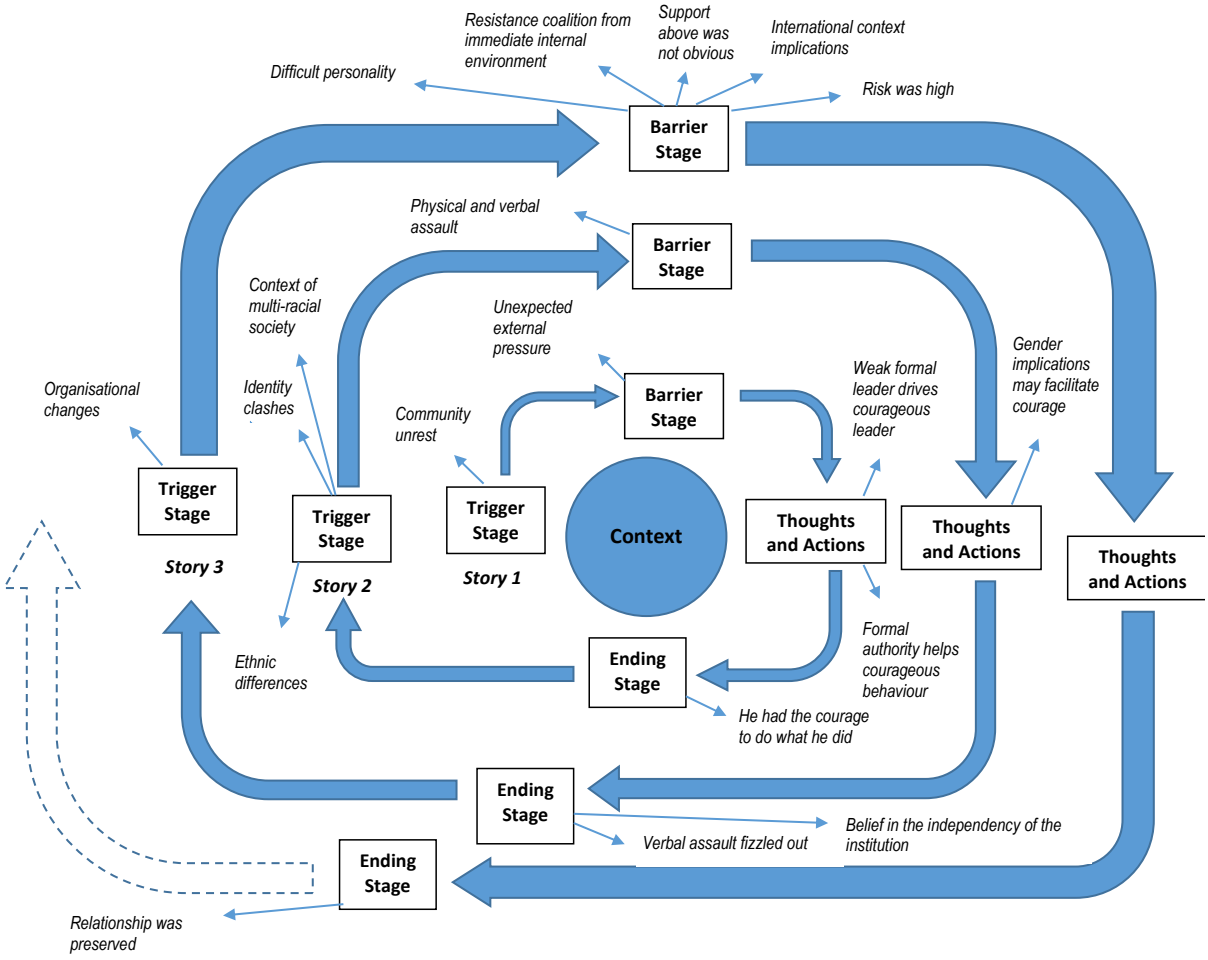


Figure 6.5 Participant 5's Courageous Leadership Journey

In Story 1 not many drivers of courage were tapped according to the participant. This may be because it was a story about a situation witnessed by the participant and he might not have been aware of the details. However it has stuck in his mind. Only the Courage Driver **Internal Disposition_ Ownership & Independency** (Independency of the Institution) was tapped between the Barrier and Thoughts & Actions stages.

Story 2, which is also about a situation witnessed by the participant, the Courage Driver **Internal Disposition** (Self-conviction) seems to have been elicited between the Barrier and Thoughts & Actions stages.

However, Story 3, which is an experience lived by the participant, was quite thick and some drivers of courage were indeed manifested. Between the Trigger and Barrier stages **Internal Disposition** (Principles) and **Internal Disposition_Ownership & Independency** (My Organisation above all)

were tapped at the very beginning when the offer of renewal of contract on new terms came. **Support** (Internal support helped and Higher level support finally obtained) and **Sacrificing Something** (Heavy consequences) were elicited between the Barrier and Thoughts & Actions stages and more precisely during the subsequent decision-making process.

6.6 Participant 6

The two stories extracted were very thin and mainly helped to unveil and confirm common drivers of courage. Only Story 1 shows weak elements of the cycle and therefore the cycles will not be presented.

6.7 Participant 7

For this participant, five stories were extracted from the interview transcript. However, only Story 1, about Pro-Active Vision, displays the characteristics of the cycle found previously.

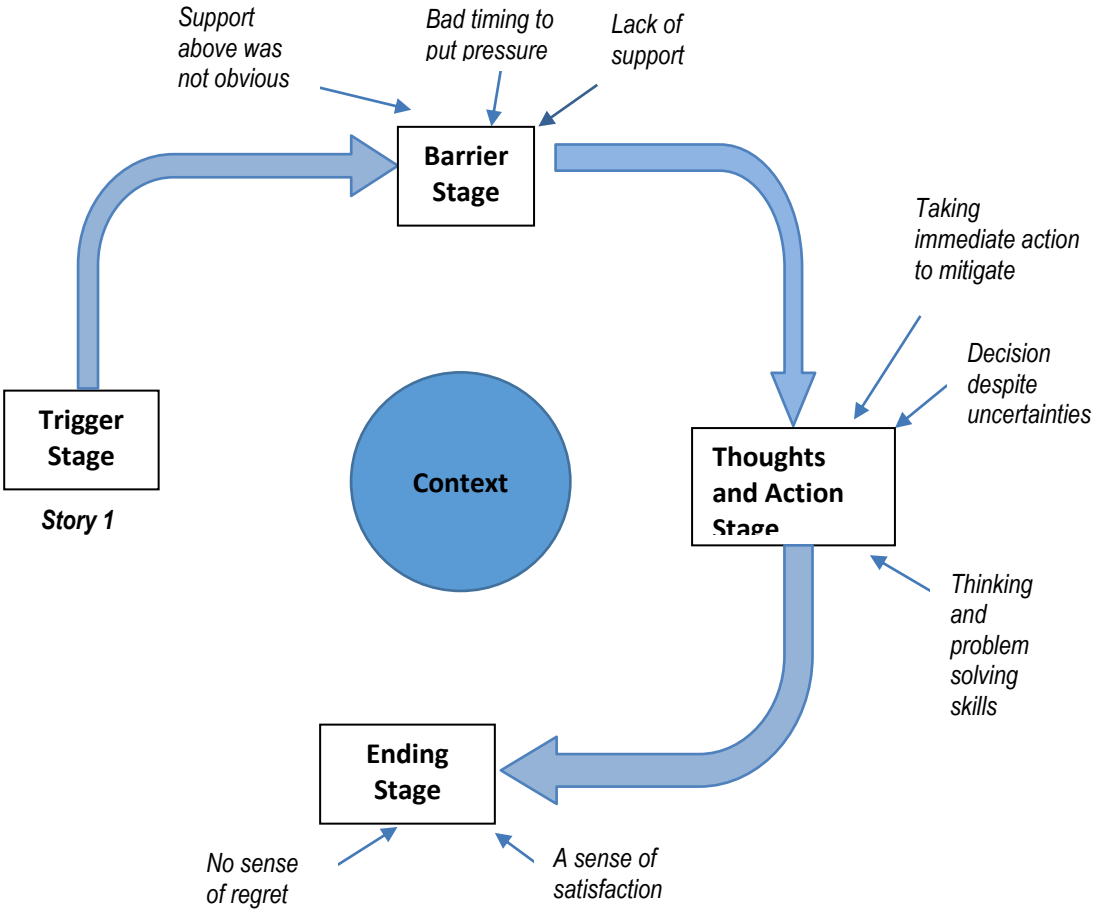


Figure 6.6 Participant 7's Courageous Leadership Journey

In Story 1, as it is a story about Pro-Active Vision, there was no external Trigger but several drivers were tapped at the initial stage to overcome any barrier that might have cropped up. For example, **Internal Disposition** (Being focused and with perseverance) was tapped to face the barrier when MT retaliated against the participant. Between the Barrier and Thoughts & Actions stages, other courage drivers like **Sacrificing Something** (A sense of sacrifice, and living with the consequences of risk-taking), **Ownership & Independency** (A sense of ownership), **Support** (from family), **Internal Disposition** (Being hopeful about the future, Prior preparation and Being focused with perseverance) and **Greater Cause** (Interests of the larger community) continued to be elicited as the participant persevered in his endeavour to realise his ambition to become an ISP.

6.8 Participant 8

This participant related three experiences which are quite thick in nature. They all relate to Identity Tensions.

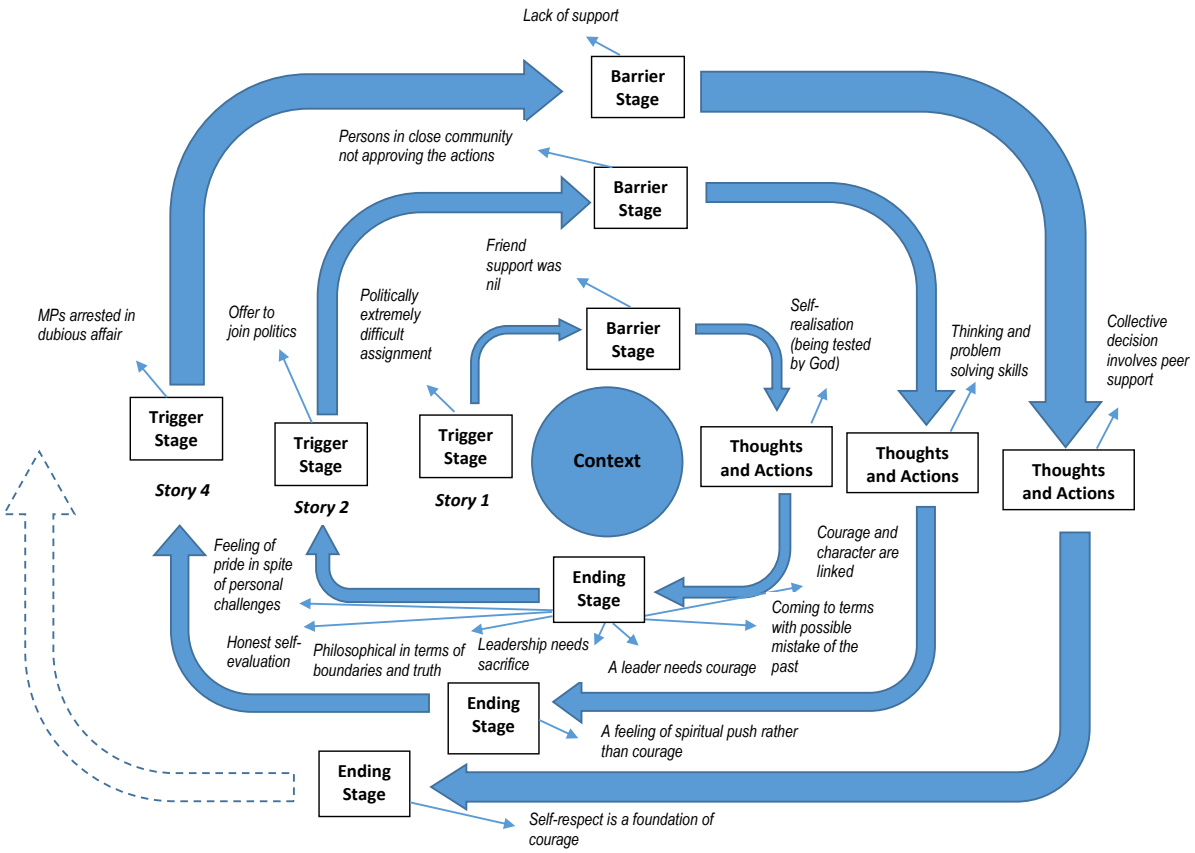


Figure 6.7 Participant 8's Courageous Leadership Journey

In Story 1, the following courage drivers appear to have been tapped between the Trigger and Barrier stages: **Internal Disposition** (Being true to oneself, Value honesty, Exercising moral courage, Tapping the spiritual force, Upbringing from parents, Independency of the institution). This occurred at the initial stage when his moral principles were being challenged by the request to change his report. Between the Barrier and Thoughts & Actions stages, the Courage Driver **Sacrificing Something** (Living with the consequences of risk-taking) was tapped when he decided he was ready to live with the outcome of the risk.

In Story 2, **Internal Disposition** (Tapping the spiritual force, A feeling of spiritual push rather than courage, and Upbringing from parents) was elicited mainly between the Trigger and Barrier stages but may have been carried further between the Barrier and Thoughts & Actions stages.

In Story 3 **Internal Disposition** (Self-Respect) again played a major role between the Trigger and Barrier stages when the political scandal happened, as well as **Ownership & Independency** (My organisation above all). Between the Barrier and Thoughts & Actions stages, **Support** (Collective decision/action involves peer support) was tapped.

6.9 Participant 9

Although there are six stories, it is to be noted that some of these stories are somewhat thin but contain elements already obtained in previous analysis. For example Story 1 and Story 9, though having no themes matching the stages, do however have some drivers of courage apparent. Furthermore, one of the stories (Story 9) is not an actual courageous experience of the participant but reflects the Thoughts & Actions of the participant in the other stories. The story is actually about a meeting with Margaret Thatcher, a former Prime Minister of the UK. In other words it acted as a triangulation of the data from this participant and to some extent for the whole study.

The courageous journey of the participant is presented in Figure 6.8 as three concentric Courage Manifestation Cycles for Story 4, 7 and 3 organised sequentially according to when the experiences happened. The first two relate to Response and the third one is about Identity Tensions.

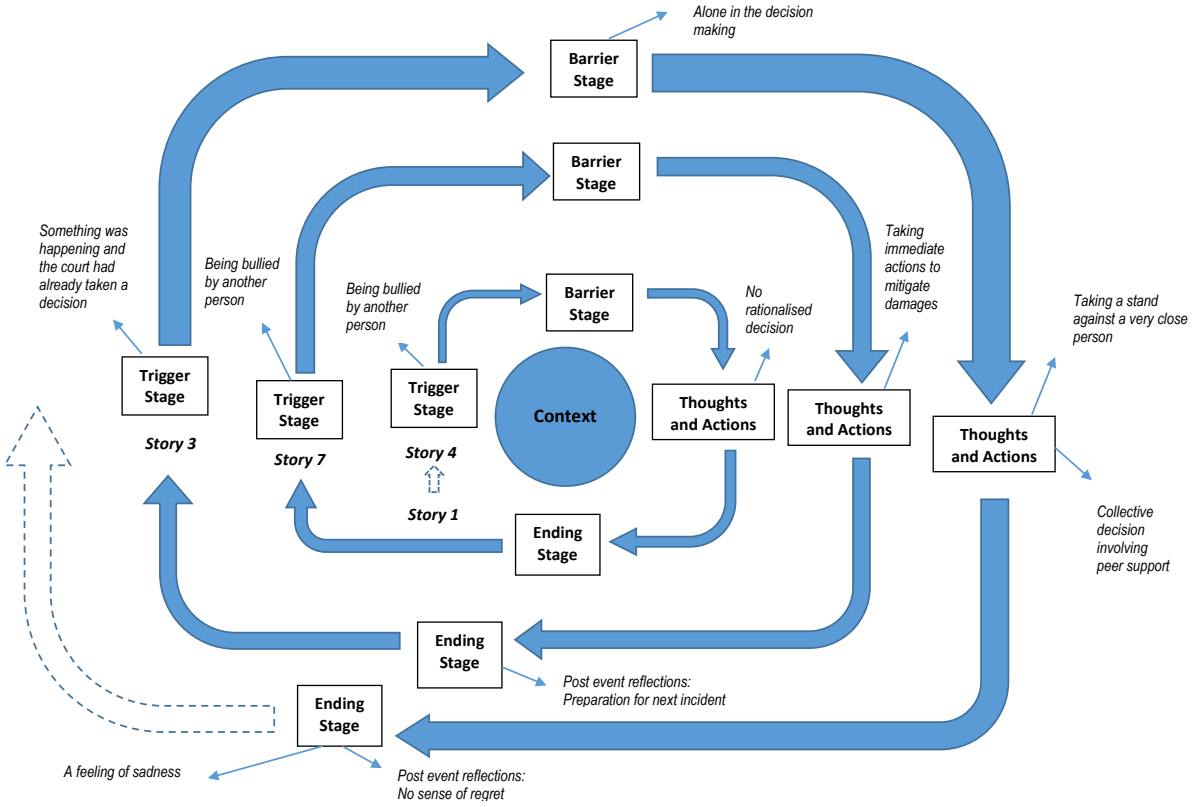


Figure 6.8 Participant 9's Courageous Leadership Journey

As only Stories 4, 7 and 3 are included in the figure, only the drivers of courage associated with these stories will be discussed.

In Story 4, the Courage Driver **Internal Disposition** (Principles) appears to have been tapped between the Trigger and Barrier stages. As the event was short-lived no further Courage Driver was involved.

Story 7 did not appear to have any courage drivers. However, Story 3 did have some courage drivers. During the transition from the Trigger to the Barrier stage, the Courage Driver **Internal Disposition** (Principles and Self-conviction) was tapped. This occurred when a decision about the CEO was to be taken. Then it appears that between the Barrier and Thoughts & Actions stages, the courage drivers **Support** (Collective decision/action involves peer support and Higher level support finally obtained) and **Greater Cause** (Interests of the larger Community) were elicited.

6.10 Participant 10

For this participant, the interview script was very thick and seven stories were obtained. All the stories were thick and rich most of the time. The courageous journey of the participant is presented in Figure 6.9 as three concentric Courage Manifestation Cycles for Stories 4, 3 and 1, organised chronologically. The first and the third are about Pro-Active Vision and the other one is about Identity Tensions.

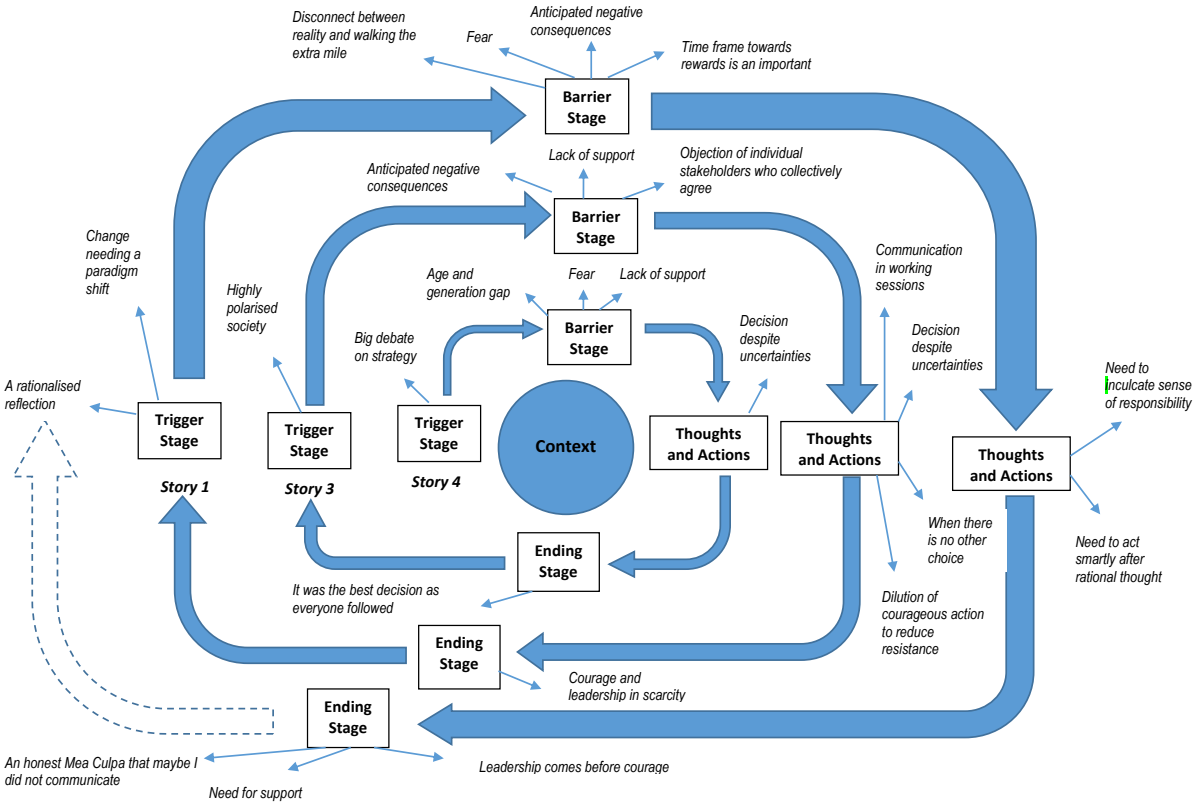


Figure 6.9 Participant 10's Courageous Leadership Journey

In Story 4 only one Courage Driver, namely **Internal Disposition** (Capacity to be creative and innovative) was found and this appears to have been tapped between the Barrier and Thoughts & Actions stages.

However, Story 3 which was thicker reported many drivers of courage. Between the Trigger and Barrier stages the following drivers were tapped: **Internal Disposition** (Capacity to be creative, Internal values, Risk-taking disposition, Upbringing from parents, Influence of culture, and Prior painful experience).

Between the Barrier and Thoughts & Actions stages, the following courage drivers were elicited: **Ownership & Independency** (Transposing a work situation to a personal situation), **Support** (Higher level support finally obtained), **Greater Cause** (Courage to be fair to all, Interests of the larger community, Importance of impacting lives), **Sacrificing Something** (Balancing community goals with personal goals, A sense of sacrifice), and **Perseverance & Focus** (Luck).

In Story 1, no drivers of courage were found to have been tapped.

6.11 Participant 11

Four fairly rich stories were extracted from this participant's transcript which helped to confirm the Courage in Leadership theoretical framework posited in Chapter 5. The courageous journey of the participant is presented in Figure 6.10 for Stories 2, 4 and 1, organised chronologically. The first two stories relate to Response and the third is about Identity Tensions.

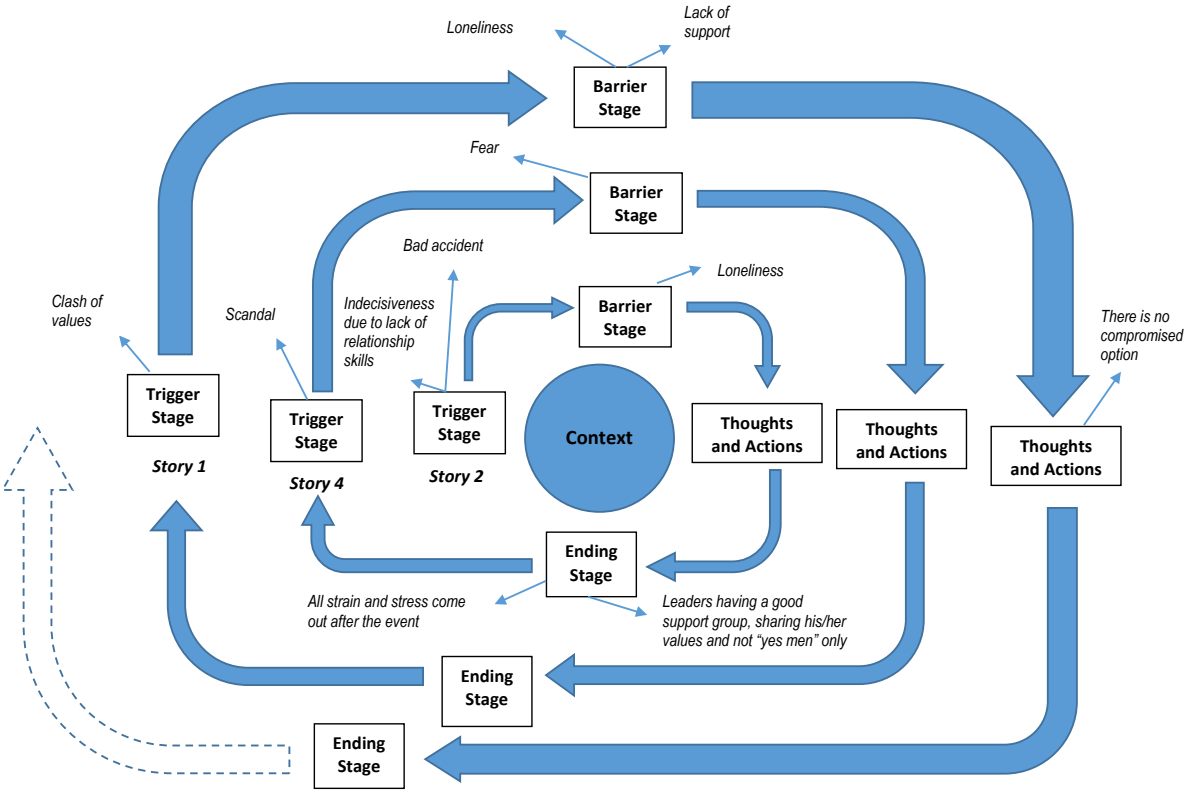


Figure 6.10 Participant 11's Courageous Leadership Journey

courage drivers manifested themselves only in Stories 1 and 2.

In Story 1 the following Driver of Courage appears to have been elicited between the Trigger and Barrier stages: **Internal Disposition** (Internal values). This occurred at the very beginning when the participant noticed suspicious entries in the budget. Between the Barrier and Thoughts & Actions stages, the following courage drivers were tapped: **Internal Disposition_Perseverance & Focus** (Courage to ask difficult questions), **Support** (From unexpected persons, From family), **Internal Disposition** (Turn the page and move on, Positive and forward-looking, Courage with some practical pragmatism, Tough experience led to courage). These are what sustained the courageous actions until the end.

Story 2 contains the rare case where it was felt that **Support** (Support from a friend, Collective decision/action involves peer support) played a role between the Trigger and Barrier stages. Maybe this is because the trigger was an accident resulting in a life-death situation where support naturally comes into the picture quite early. However, between the Barrier and Thoughts & Actions stages, **Support** (from family) continued to play its role together with **Internal Disposition** (Tough experience led to preparedness).

6.12 Participant 12

Three stories were obtained from the transcript. Story 1 was ignored in this presentation because it was extremely thin. The context of Story 2 was Identity Tensions while that of Story 3 was Response. Figure 6.11 therefore shows the courageous journey of this participant as two concentric Courage Manifestation Cycles. The stories are presented chronologically.

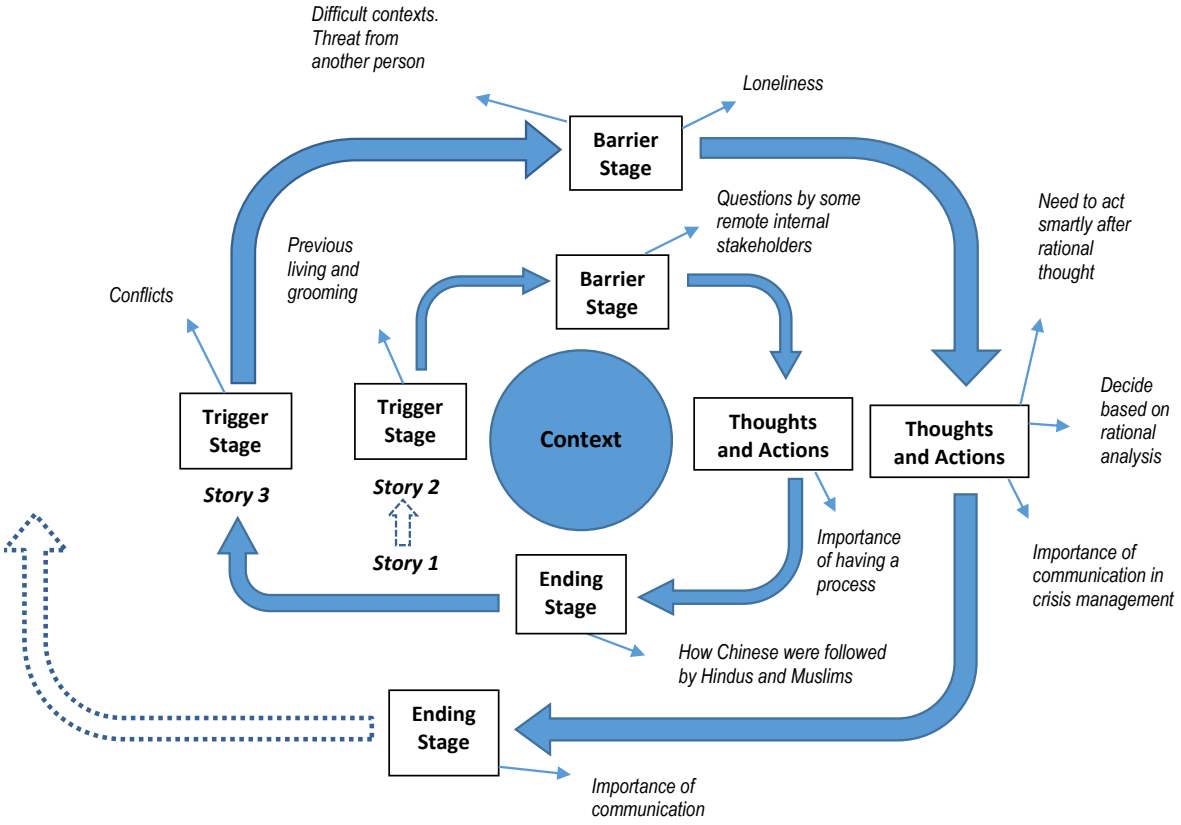


Figure 6.11 Participant 12's Courageous Leadership Journey

In Story 2, between the Trigger and the Barrier stages, the Courage Driver **Ownership & Independency** (Sense of ownership) was elicited. Between the Barrier and Thoughts & Actions stages the courage drivers **Greater Cause** (Interests of the larger Community) and **Support** (Internal Support helped) were harnessed to continue the opening of the recruitment process.

In Story 3, which was thicker, many more courage drivers were found. Between the Trigger and Barrier stages, **Internal Disposition** (Being true to oneself) appears to be the main driver, which was tapped the moment the participant was challenged to lie and accept the blame for his company. Between the Barrier and Thoughts & Actions stages the following courage drivers were elicited: **Greater Cause** (Focus on the institution despite pressures, Focus on the institution despite pressures), **Sacrificing Something** (Personal stake, A sense of sacrifice) and **Support** (From close community, From family, Internal support helped).

6.13 Participant 13

Two stories were extracted for this participant. They were not that thick but still some valid information could be derived, mainly in terms of the themes and the drivers of courage. The two stories also display some of the characteristics of the cycles seen in previous stories. Both stories have a context of Identity Tensions.

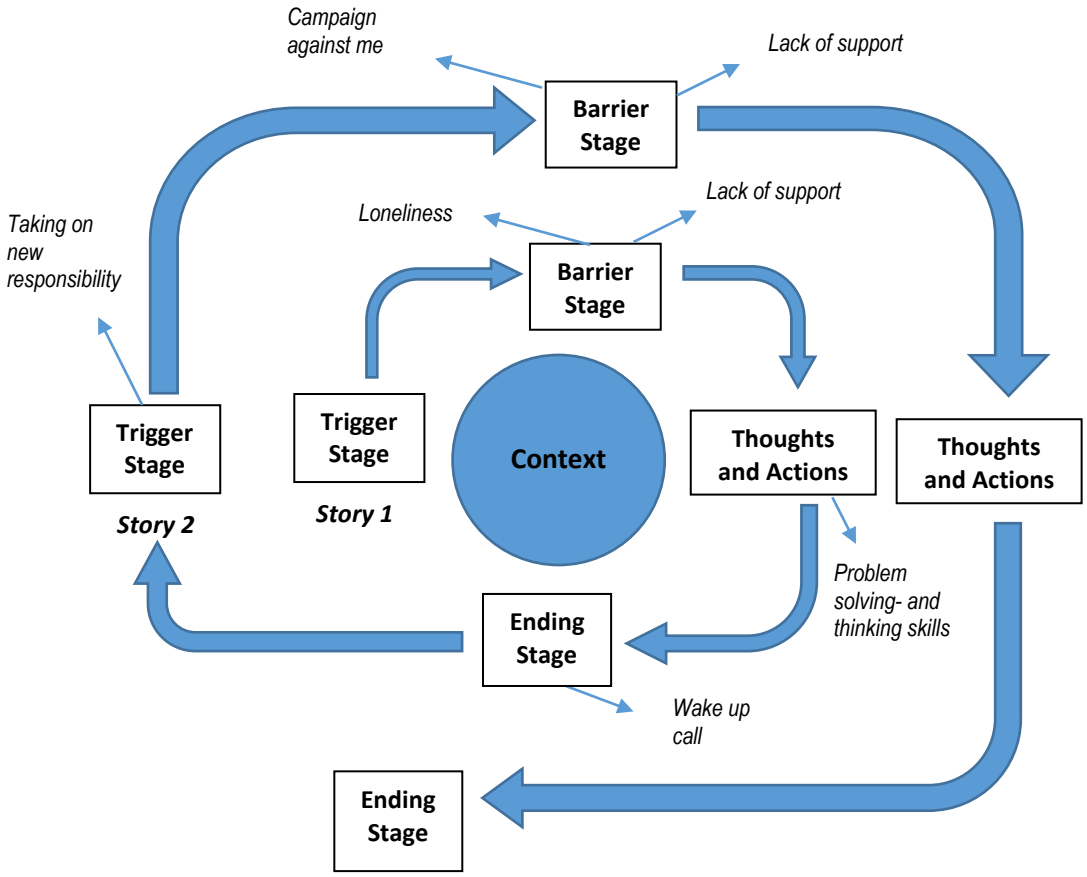


Figure 6.12 Participant 13's Courageous Leadership Journey

In Story 1 the Courage Driver **Internal Disposition_Ownership & Independency** (Faithful to my mandate) was tapped between the Trigger and Barrier stages. Between the Barrier and Thoughts & Actions stages the Courage Driver **Sacrificing Something** (Living with the consequences of risk-taking, Personal stake) was tapped.

In Story 2, the courage drivers **Ownership & Independency** (Sticking to the law or rules) and **Support** (From close community) were elicited between the Barrier & Thoughts and Actions stages. No Courage Driver appeared to have been harnessed between the Trigger and Barrier phases.

6.14 Participant 14

Five fairly thick stories were extracted for Participant 14. Stories 1, 4 and 5 will be used in chronological order. Story 1 has a context of Pro-Active Vision while the other two have a context of Identity Tensions. Figure 6.13 below shows the Courageous Leadership Journey of this participant.

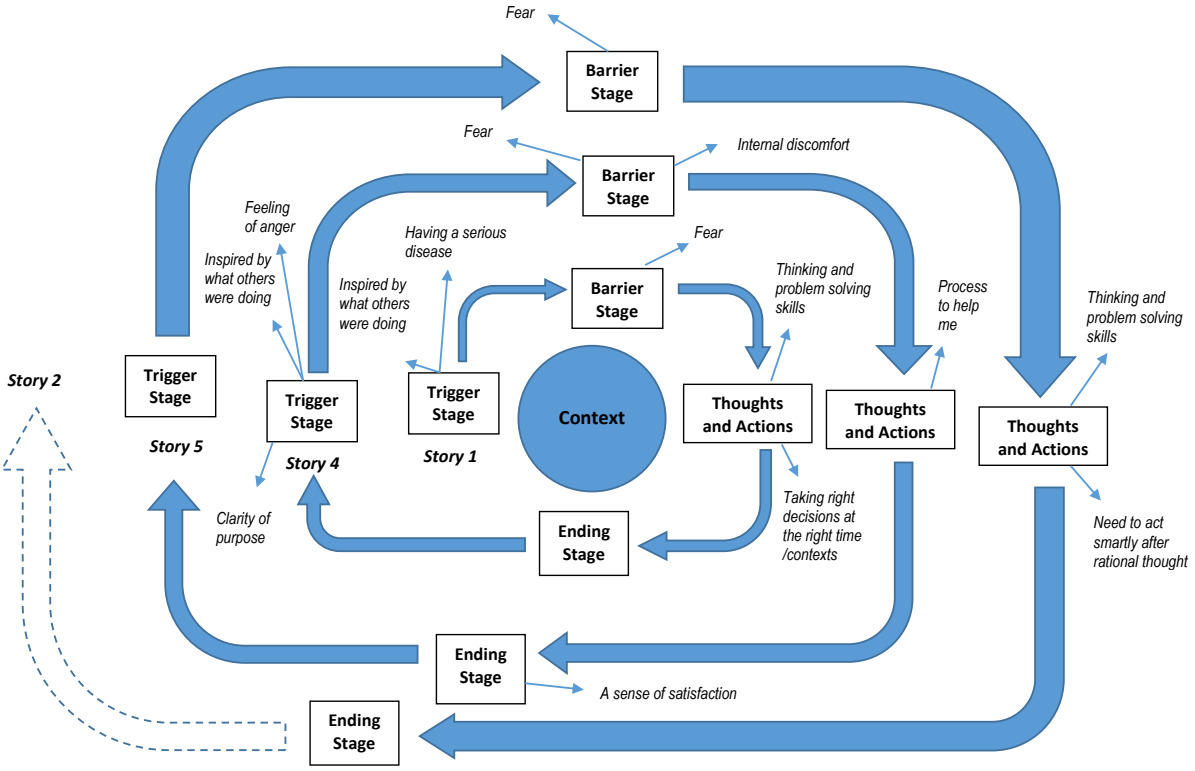


Figure 6.13 Participant 14's Courageous Leadership Journey

In Story 1, between the Trigger and Barrier stages, it appears that **Internal Disposition** (Upbringing from parents, Self-conviction, and Prior preparation) was the Courage Driver which was mainly tapped. This happened when the participant knew he was HIV+ and spoke to his parents. Between the Barrier and Thoughts & Actions stages, other courage drivers came into play: **Greater Cause** (Having a mission/purpose in life, Interests of the larger community), **Support** (From family, From close community and From unexpected persons) and **Perseverance & Focus** (Being focused with perseverance). This enabled him to live with this difficult situation.

In Story 4, **Internal Disposition** (Prior preparation and Self-conviction) was tapped between the Trigger and Barrier stages. Between the Barrier and Thoughts & Actions stages, the following

courage drivers were elicited: **Greater Cause** (Being a role model) and **Support** (From close community).

However, in Story 5 no courage drivers were explicitly found.

6.15 The meta-story of a courageous leader

As a final step in making meaning from the narratives, a meta-story is presented as a life story of a courageous leader. The meta-story has been developed using concepts and quotes from most of the participants' stories. The major themes are represented in three inter-linked stories assembled as a leader's courageous journey. The quotes in these meta-stories are taken as far as possible from the stories of the participants or adapted and presented in contexts very similar to those in which they were originally told. It is also interesting that through these meta-stories, my voice is also heard. The meta-stories are then represented diagrammatically in Figure 6.13. The drivers of courage were identified through the same analysis in ATLAS Ti.

6.15.1 Part 1 – My early life and the hard work of my parents

Today I can say that I do somehow display courage in my dealings as a leader in various contexts. Actually I think that I have grown up in such a manner that this courageous behaviour has been developed over time in me. Let me elaborate.

When I was a kid, I always saw my Dad waking up very early in the morning to go to milk the cow and prepare his old bicycle so that he could go and deliver milk. My mum who also woke up early to help him get ready, decided one day to save the money that my Dad was giving her so as to buy a new bicycle for him. She was saying to me:

"Son, I am putting money aside through a system which is called a 'sit' together with other ladies in the vicinity so that when it is my turn to get the bulk of the savings I will be able to buy a bicycle for your father…"

In addition, my father was always telling me that we have to be honest in life. He said: *"I might be having a very low level job but I am not stealing from anyone and I am doing what it takes to keep all my children alive. The way out for you my kids is education. So if we have to work hard now we had better work hard now so that we can harvest the fruit later in our lives or your life"*. One day

he even told me *"... if at a young age you don't work hard, will wait you until you are an old man?"*

So I recall that when I was growing up I also helped my mother and father to grow vegetables in a small plot of land which we had. I was selling them under the veranda of a nearby shop before going to school. When I think about this today, I realised I could not do otherwise but help my parents as I understood their sacrifice for their children and that they wanted the best for their children's future.

Furthermore, one of the usual routines of my father was that before going to work, he used to say his prayers at home. He encouraged me to do the same as I was growing up, a habit that I still have and which I try to inculcate in my kids. My dad was also a very spiritual guy, he used to read books about Gandhi, Nelson Mandela and other freedom fighters, and authors like Paolo Coelho, who indirectly refers to God in some ways.

These parts of my early life helped to shape my character and behaviour in my adult life.

6.15.2 Part 2 – Taking up the challenge to work in Mozambique

Early in my career, I had been working as Assistant Branch Manager in an international bank for a couple of years. At that time the bank was expanding in East Africa and in India. One day my Director approached me and told me that he was giving me an opportunity to work in Mozambique where they were opening a branch soon with a local businessman. On the spur of the moment I did not know what to say as I was married with one son of 3 years old and I was very apprehensive to go there at this stage of my life. I almost said no but then I realised from my earlier life that opportunities do not come always when you want them, and that I could take the challenge if I wanted to. I said, give me a week and I will make a decision. My boss agreed. At home that day I spoke to my wife. She also had some apprehensions but she did not say that I should not take that challenge. We spoke to some friends and relatives. One of our friends actually worked in Kenya and was very encouraging and said that I should take that challenge and accept it. He said that surely the package would be higher and I would get allowances for my wife and dependant to accompany me with all school fees etc. paid for by the bank. I was not aware of all these conditions and he told me to enquire and negotiate the best terms. On the other hand, I had an uncle who had worked for the civil service and retired from there, who told me "don't play with your future and that of your family". He said you have a stable life here, why look for troubles. Some other distant relatives also

started gossiping about my lack of responsibility if I went abroad. I was torn between these opinions, and finally my wife and I sat down and considered all the facts and decided that I should accept the offer. My wife told me that it might be difficult at the start but we needed to think of long-term benefits, both monetary and also for the growth and development of our children. They would be getting an opportunity to have friends from different cultures in Mozambique, go to schools where there would be expatriates and children of different cultures and it would be an opportunity that would never come again as children are at that time quite young and there will not be too much disruption in their social and educational life. Also she was ready to leave her present job in Mauritius for the interests of my career and family. She said she would look for a new job there and would surely benefit from that experience overseas as well. She was indeed very supportive in that moment to make me take that decision because there were family issues to consider and address. I was also saying to myself that if God had sent this opportunity to me it was surely for a reason and if I didn't take it then there may never be a second opportunity, therefore let us go for it. Later on, when some distant relatives and some friends as well heard about our decision they were trying to convince us to change the decision but we decided to stick to it because we know we would be able to address some of the family issues like the children's schools and my wife's work, and after all it is our life.

In fact, when I look back at that career move, it was one of the best decisions in my life. Today my two children (one born in Mozambique) are fully global citizens, they respect all cultures, they had exceptional schooling in international schools abroad and are today working in multinational companies in Dubai. What more do parents want for their children? It is indeed a great feeling of parental accomplishment as well as professional advancement. I ended my career with another multinational company operating in Singapore where I was later based before retiring and coming back to Mauritius.

6.15.3 Part 3 – Being a whistle-blower

This happened after I returned from Mozambique to work again at the bank in Mauritius. I had been there about four to five years when this occurred. I was then working as Head of Corporate Banking. I noticed through some recurrent transactions that some unethical things seemed to be happening. A team member working with me was responsible for a portfolio of clients and I was noticing that for some big clients loans were being granted at very short notice. Though most procedures were being followed, some due diligence was not being followed. I then made a

connection with the way of life which that team member had had for the previous couple of years. I was sure that there was something going on but I did not have evidence or know how it was happening. I continued watching and checking the applications and files and started questioning new files being brought up for loan approval. Ultimately, I started to gather indirect evidence about a large fraud taking place for the last couple of years. And once I got all the evidence and was certain of my points, I first had a casual chat with the CEO, who initially did not believe me. I showed him all the files and circumstantial evidence. He finally understood the process that was being used to siphon money to that person's personal use. It appeared that he was receiving a kickback from these corporates after the loans had been disbursed. Furthermore, what became clear was that if certain key due diligence steps were not followed and loans were granted to those corporates it was very risky for the bank if there were defaults in payments and the security given had not been enough. Some basic risk management policies were not being followed. But after a couple of weeks discussing the issue and what to do next, the CEO said to me that he did not want to go ahead with any action, to protect the image of the bank. I said What? Somebody is stealing from the bank and putting it at risk and you do not want to take any action! I told him that I was not only surprised at his stand but also disappointed. I tried in vain to convince him that it was actually in the interest of the bank and its reputation that there had to be some action, including disciplinary actions and the matter being reported to the police. I elaborated that it was possible to do some damage control by turning a weak situation to a strength of the bank's management, as the country would know that we were able to uncover a fraud and we took action. But he decided not to go ahead with any action and told me not to proceed any further on this issue.

One day at home, when I was extremely stressed with this situation at work, my wife asked me what was happening. I told her about the situation I was facing. She asked me what my mind was saying. I told her that I was in doubt now because I was wondering whether the CEO was also part of the fraud and that is why he wanted to hide the thing. And if I reported the matter higher up to the headquarters in London or the Internal Control Department, he would know and I could get into trouble, if he could convince higher management in London that if we acted the bank's image would suffer. Then I would be the ridiculous guy in front of the higher management! My wife said: Look. What is your heart saying? I said strictly speaking I think I should report it because it is in the interest of the bank, its clients and its shareholders. She then said, so you know what you should be doing. I answered, *"To report the case higher up to London?"* She said yes and added *"You already said that you know how the situation can be managed to preserve the image of the bank and*

actually turn that weakness into a strength. So there is no problem. Your boss is simply looking for an easy way out." So I realised that the best course of action was what I was thinking at the outset, namely to report the case.

So the next day, I started to prepare a report with all the evidence. This took me about a week as I had also other work to do. I also wanted to include my suggestions about how to do damage control and turn this event into a strong point for the bank. Once I had sent the report to London, a couple of days later I saw my boss, the CEO, and he appeared quite anxious and reproached me, saying that I should not have been a whistle-blower. I did not answer him, but from that day he became quite negative against me and my work, trying to find faults in everything I did. But the good thing was that the Head Office sent a group of external auditors to come and check everything. All my findings were confirmed by them and the Head Office CEO came to Mauritius, had a meeting with myself and our CEO, and we decided how to announce the fraud to the community, actions to take immediately and also how to prevent the same thing from happening again. Of course the fraudulent team member was sacked and the case reported to police. It was more or less the approach I had suggested in my report. The London CEO thanked me for my honesty and integrity as well as my courage to report such a fraud. Once the situation had been managed and things became normal again with small collateral damages which had been easily managed, my boss, the CEO, called me to take a cup of coffee with him. I went and he said that in connection with that fraud I was right and he also thanked me. But in fact with hindsight I also realised that this action of mine gave a boost to my career, as a year later I was head-hunted by an international financial institution based in Singapore to join them as their country manager. I accepted and this is from where I retired.

6.15.4 The courageous journey based on the meta-story

Figure 6.13 shows the courageous journey for the meta-story and it is postulated that this is a reality which exist in all leaders who display courage.

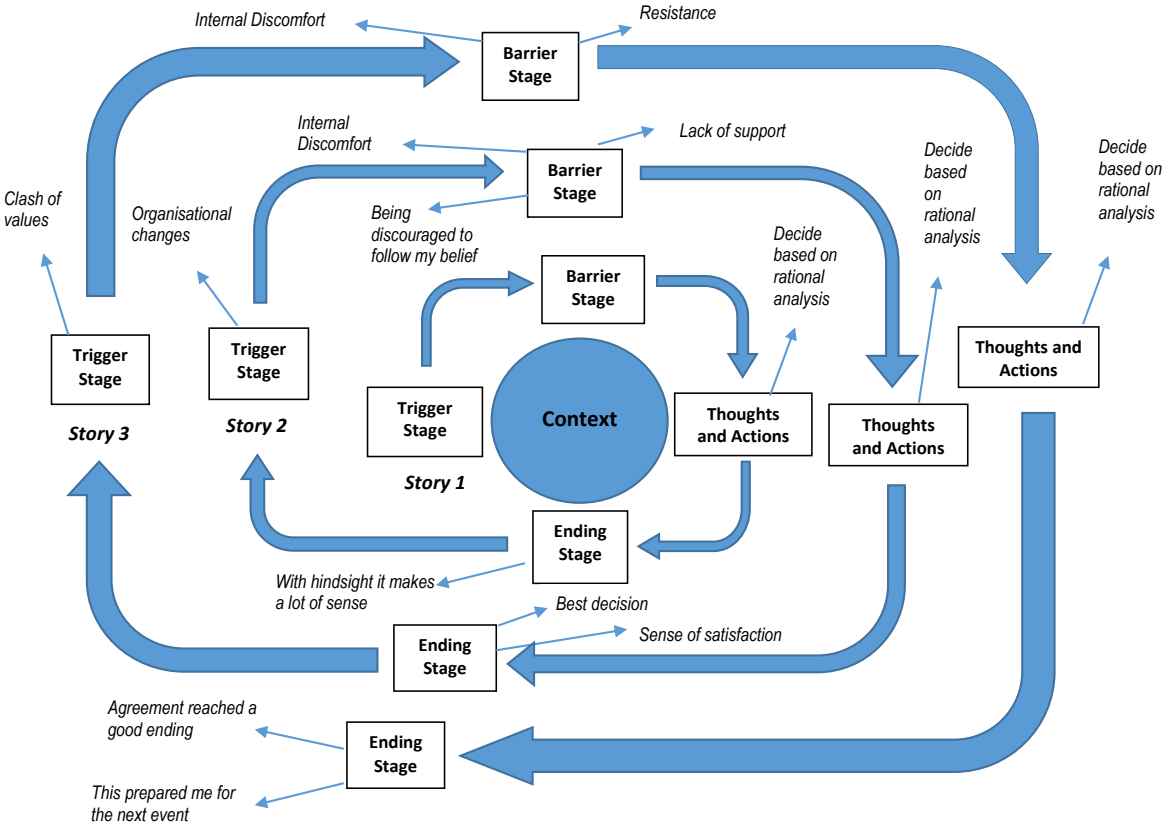


Figure 6.14 Journey from the meta-story

6.16 Emerging trends on the elicitation of specific courage drivers

The above presentation of the Courageous Leadership Journeys shows that there is a trend which appears to exist in terms of the timing of the courage drivers to be tapped. The courage drivers are tapped between the Trigger and Barrier stages or between the Barrier and Thoughts & Actions stages. There seems to be a pattern that certain courage drivers are mostly found at one of these two points. The table below shows the various courage drivers elicited for each participant at each point.

Table 6.1 Distribution of Courage Drivers in Trigger–Barrier and Barrier–Thoughts & Actions transitions

Participant	Trigger–Barrier	Barrier–Thoughts & Actions
1		**Support**
2	Internal Disposition	Internal Disposition Internal Disposition_Being Focused with Perseverance
3	Internal Disposition Internal Disposition_Ownership & Independency Greater Cause	Support Sacrificing Something
4	Greater Cause Support Internal Disposition	Support Sacrificing Something Greater Cause Internal Disposition- Positive & Forward-Looking
5	Internal Disposition Internal Disposition_Ownership & Independency	Internal Disposition_Ownership & Independency Internal Disposition Support Sacrificing Something
6		
7	Internal Disposition	Sacrificing Something Internal Disposition_Ownership & Independency Support Greater Cause
8	Internal Disposition Internal Disposition_Ownership & Independency	Sacrificing Something Support
9	Internal Disposition	Support Greater Cause
10	Internal Disposition	Internal Disposition_Ownership & Independency Support Greater Cause Sacrificing Something

11	Internal Disposition Support	Support Internal Disposition_Perseverance & Focus Internal Disposition
12	Internal Disposition_Ownership & Independency	Greater Cause Support Sacrificing Something
13	Internal Disposition_Ownership & Independency	Sacrificing Something
14	Internal Disposition	Greater Cause Support Internal Disposition_Perseverance & Focus

Based on the presentation of the Courageous Leadership Journeys, it has been found that the elicitation of courage drivers does not take place uniformly in the Courage Manifestation Cycle. During the transition from Trigger to Barrier stages, **Internal Disposition** of the leader plays an important role for the courageous action to be initiated. This is the "courage to be" which is surfaced. Once the courageous action is initiated, to sustain it, the "courage to act" is tapped between the Barrier and Thoughts & Actions stages. It seems that the Courage Driver **Support** should be present. Other drivers of courage can also be useful then.

6.17 Summary

This chapter has shown how the various stories of lived experiences extracted from the interview transcripts revealed that courage manifests itself as a series of Courage Manifestation Cycles that lead into each other. A further analysis of the stories has revealed four contexts of courageous experience. And finally it has been shown that **Internal Disposition** acts mostly to awaken the "courage to be" of the individual while **Support** helps to sustain the "courage to act". The next chapter will discuss the results of the analysis presented in Chapters 5 and 6 and position the findings in the broader body of knowledge about leadership and courage and the relationship between them.

Chapter 7 Theoretical Contributions, Conclusions and Implications

This chapter will highlight the contribution made by this research in the field of leadership and courage and how it has advanced knowledge in these two domains, and will then consider the practical implications of the findings for professional practice. The main limitations of this research will then be discussed and some suggestions for improvements and further research made. Finally, the thesis will end with the researcher's reflections concerning his personal bias, education, assumptions, and preconceived ideas before the study started and how he has changed during the journey.

In order to achieve the above, this chapter will have as backdrop the purpose and research questions for the study. These will form the basis for a critical evaluation of the research.

The purpose of this research was to *"identify the drivers of courage and to explore its role in leadership. In particular, it will explore what drives leaders to act courageously during critical decision-making moments in their lives and how these drivers manifest in the courageous leadership journey of the leader."*

The research questions were:

- *RQ1: How do leaders in Mauritius "story" their courage manifestations in critical decision-making moments?*
- *RQ2: What are the drivers of courage amongst leaders in Mauritius*
- *RQ3: Is there generally a grand courageous journey of a leader? If so what does it consist of?*

Additionally, it is good to remind the reader about why this study was done. As indicated in Chapter 1 and described in more detail in Chapter2, one of the issues this study wanted to address was the gap in research, in connection with the more or less backseat place courage has in leadership and management competency frameworks. This study has bridged the gap and presented a clearer understanding of the role of courage in leadership, and it may pave the

way for more research in that direction to highlight the importance of courage in leadership and the impact of that relationship for professional practice in management.

7.1 Contributions to research on leadership and courage

This section will present the contributions made by this study to the field of leadership and courage. This will be done by weaving them with the approach adopted by Whetten (1989) who lists a number of ways in which a researcher can make a theoretical contribution:

- WHAT: What factors are to be logically considered to explain the phenomenon of courageous actions of leaders?
- HOW: How are the factors related delineating patterns or trends including causality?
- WHY: The rationale and logic of model or theory developed and whether it is convincing enough?

Broadly speaking this research has made contributions in all three ways to different extents. This will be discussed in terms of theory development in the field of leadership and courage.

7.1.1 The courage manifestation cycle

This research has enabled the development of a courage manifestation cycle showing how leaders experience their courageous events. Scholars so far have mainly studied courage as a construct via quantitative and phenomenological studies, as was discussed in Chapter 2. Moreover, as observed in Chapter 5, while other scholars have found some stages at which the courageous action takes place, this study found that leaders' courageous actions follow a systematic cycle as shown in Figure 7.1 below.

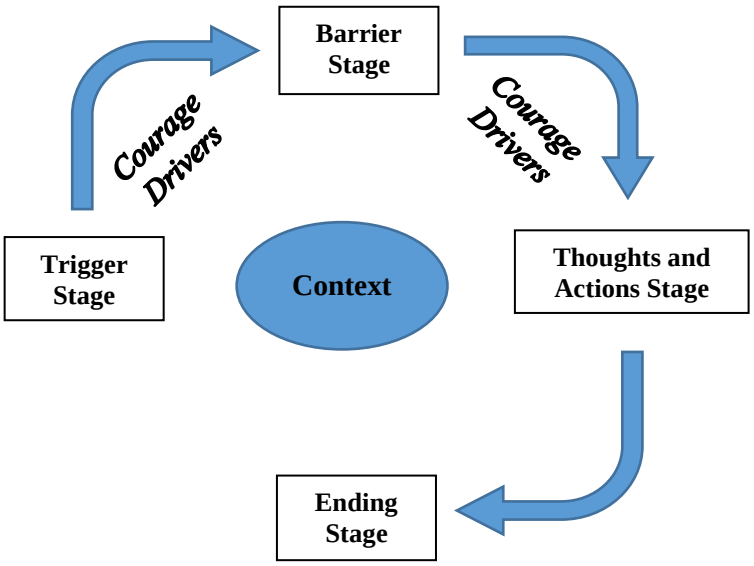


Figure 7.1 Courage Manifestation Cycle

In this research, a categorisation of the experience was obtained inductively by extracting stories through the three-dimensional analysis of Clandinin and Connelly, which takes the time factor into consideration. This gave four stages (Trigger, Barrier, Thoughts & Actions and Ending) which is something valuable for a leader to know in order to develop his own courage over time. This constitutes the WHAT element of Whetten's terminology. It was also found inductively that the stages follow a logical sequence from Trigger to Ending. This is the HOW element of the same terminology. Furthermore, it was found that one cycle feeds the next in the life-story of the leader, in a logical manner. This is a finding which has valuable implications in addressing the difficult task of developing courage in leaders, because it is now clear that experience does contribute to the growth of courage in leaders. This is the WHY element of Whetten's terminology as it emanates from the logical reasoning which explains how one courage manifestation cycle feeds the next.

This is an important contribution because if a leader understands this cycle and continuously reflects on his personal courage manifestation cycle, this reflexivity will enable him to

develop his courage. One participant explicitly said that one courageous experience impacts the next one and therefore helps to build the courage ability of the leader.

Furthermore, the methodological approach enabled the above process theory to be developed. It is a direct application of the structural analysis in terms of the levels of narrative structure identified by Pentland (1999). Table 7.1 illustrates the parallels

Table 7.1 An application of Pentland's levels of structure

Level as per Pentland	Definition as per Pentland	Application in this study
Text	Particular telling of a story by a specific narrator	Transcript
Story	Version of a fabula from a specific point of view	Extracted raw stories
Fabula	Generic description of a particular set of events and their relationships	Higher order clusters and themes (How courage was displayed)
Generating mechanisms	Underlying structures that enable or constrain the fabula	Courageous leader's journey

The next section discusses the drivers of courage in the courage manifestation cycle.

7.1.2 Drivers of courage and their activation in the courage manifestation cycle

A list of courage drivers has been identified in this research. Rather than trying to understand the components of the courage construct or understand the nature of courage as explained in Chapter 3, this research has focused on what is it that makes leaders act courageously, i.e. what the drivers of courage are, because that is more readily useful and applicable. Although other scholars have found the existence of a few similar variables or constructs which they called components or elements of courage, this research positions these dimensions as drivers, which is more useful in practical terms as it is now known that if one develops these drivers the chances of taking courageous actions increase. This research has also made a

contribution to courage literature by introducing some additional dimensions as drivers of courage: ownership & independency, perseverance and focus, sacrificing something, the clear importance of external support and the role of self-consciousness. This is also part of the WHAT element of the courageous experience of a leader in Whetten's terms.

Furthermore, this study has shown in section 5.8.2 that the courage drivers are activated at two specific moments in the cycle and at each specific moment it appears that the drivers elicited are not the same. This combined theoretical framework is shown in Figure 7.2.

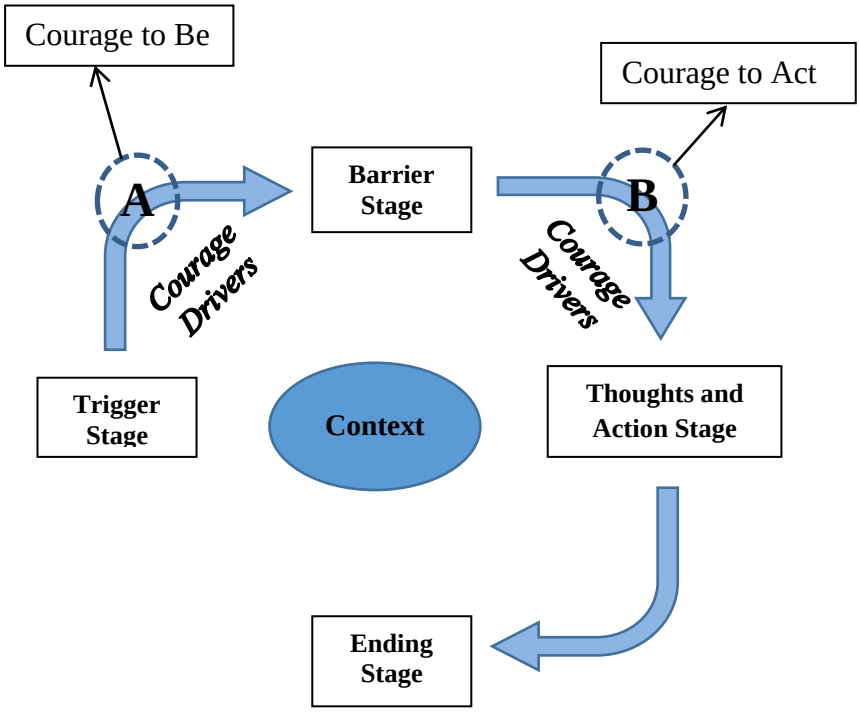


Figure 7.2 Courage Manifestation Cycle with Courage Drivers activation

These courage drivers impact the courage manifestation cycle between each stage so that they enable the leader to move through the stages. At point A in the above figure, it is mainly the driver Internal Disposition which is activated to enable the leader to overcome the barrier that he perceives. This is the "courage to be" which is being awakened in the leader. At point B, it is the "courage to act" which is activated. Examples of drivers of "courage to act" are Greater Cause, Support, and Sacrificing Something as found in this research. If the "courage to be" is

strong enough it can play a decisive role in the whole cycle. Otherwise, there is a need for the courage drivers associated with the "courage to act".

This cycle happens iteratively moving from one stage to another, and within a stage it appears that the leader may go through a similar subsidiary four-stage cycle in order to move forward in the main courage manifestation cycle. This is what Whetten calls the HOW and WHY contributions.

7.1.3 Relationship between external and internal drivers of courage

It also appears from the data that the existence of external courage drivers is important because they help the leader to develop and harness the internal drivers to act more courageously. An important consequence of this is that organisational courage can exist if external courage drivers are present. For example, in a study about developing courage in supervisory bodies, Harris (2003) argues that the ability for individuals in regulatory bodies to mobilise support so that they can take courageous actions is an important tool. This is also part of the HOW and WHY elements of Whetten's terminology.

7.1.4 Leadership skills are not sufficient – Courage plays an important role in leadership

This research has demonstrated that leadership skills are not sufficient for a leader to act courageously. Leadership skills act as mere facilitators of courage. The findings clearly show a distinction between leadership skills and courage drivers. The presence of courage drivers (internally and externally) are vital for courageous leadership to emerge. The presence of both leadership skills and courage drivers (internal and external) enables courageous leadership to manifest, as shown in Figure 7.3.

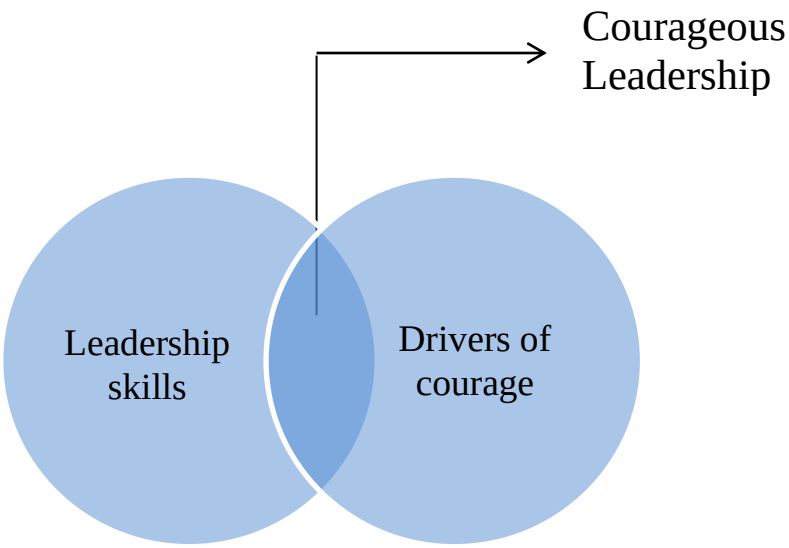


Figure 7.3 Courageous leadership

This finding is a WHAT and a HOW contribution, in Whetten terms.

7.1.5 The contribution in relation to leadership theories

As discussed in Chapter 2, leadership theories have evolved over time. In this section the findings from this study will be discussed in relation to two main current leadership theories: transformational leadership and authentic leadership.

7.1.5.1 Drivers of courage compared with transformational leadership theory

Transformational leadership is about having individualised consideration, intellectual stimulation, idealised influence (charisma), and inspirational motivation (Yukl, 1999). Yukl (1999) rightly argues that Bass's label of "full range leadership theory" is an invitation for evaluation of its completeness. And this research concurs on the omission of change-related behaviours in the Multifactor Leadership Questionnaire (MLQ) (Bass and Avolio, 1997; Antonakis, Avolio and Sivasubramaniam, 2003), in that this research has surfaced the importance of the courage driver Support and a range of changes associated with the Trigger stage in the exercise of effective leadership where courage inherently plays an important role. Yukl (1999) gave the examples of building support for change, and re-organisation to support a new strategy. Both examples were found in the case of Participants 1, 2, 3, 5 and 10. But support as a driver of courage is not measured in the MLQ. This is due to the fact that most

theories about transformational leadership do not consider group processes. Yukl further writes that leadership theories at group level give a better understanding of leadership effectiveness than dyadic theories.

Another angle from which one can see why courage and/or its drivers are missing in transformational leadership theory is when one considers the dimension of inspirational motivation. Inspirational motivation is traditionally understood as encouraging followers to embrace, communicate and implement a vision (Bass, 1990a, 1990c, 1999) but not to challenge or develop a better vision. The driver of calculated risk-taking seems to be lacking in transformational leadership theory, so that the actor can challenge anything and take risks as (Wang et al., 2011) postulated. Similarly, another dimension of transformational leadership, intellectual stimulation, is about communicating new and novel creative ideas to followers (Bass, 1990a, 1999), but it does not appear to be about giving opportunities to them to learn from experience. Hence, the driver of courage named in this study as Prior Experience is missing in transformational leadership theory. But traditional leadership skills like communication are found in the two "Is" of transformational leadership, and were indeed found in the leadership skills which are part of the stage Thoughts & Actions (section 5.5).

Additionally, Kirkpatrick and Locke (1991) have posited that character as a trait of leadership consists of six components, honesty and integrity being one of the six. This was also found as part of the drivers Values & Beliefs and Prior Experience. In Prior Experience, honesty and integrity is the result of one's upbringing, and develops from childhood. Other authors such as Barker and Coy (2003) have identified integrity as one of the seven leadership virtues in addition to courage itself. Passion is another example of the seven virtues of leadership; in this research passion is part of the courage driver Values & Beliefs.

7.1.5.2 Drivers of courage compared with authentic leadership theory

Authentic leadership theory is framed by three domains, namely leadership, ethics and positive psychology, and it appears that some of the drivers found in this research are associated with authentic leadership. From an ethical perspective Voegtlin (2015) argues that the concept of responsible leadership has, as one of its characteristics, leaders who are forward-looking, share responsibility and solve problems collectively. In this research one of

the drivers was the internal disposition of being positive and forward-looking. He also found two other dimensions. One is that leadership is not isolated from internal and external organisation. This is reflected in this research by the theme external inhibitors both from the close environment and from the remote and higher environment, which here form part of the Barrier stage. The second is critically assessing rules and moral norms, which is more or less in line with rationalised decisions, part of the theme Thoughts & Actions. The author argues that by default leadership should be responsible, and similarly it is argued here that leadership should be courageous in nature.

Furthermore, quite a few of the internal drivers of courage identified in this research are very close to the dimensions of authentic leadership. For example, Values & Beliefs is very close to internalised moral perspective (Walumbwa et al., 2007), as it harnesses the individual's inner drive to reach behaviour integrity. Similarly, the theme Rationalised Decisions which is part of the stage Thoughts & Actions reflects the balanced processing dimension (Avolio and Gardner, 2005; Walumbwa et al., 2007), as it refers to the objective analysis of all data before taking a decision. The role of emotions and values has been shown to have a prominent place in authentic leadership (Mitchie and Gooty, 2005). In this research also, it was found that there needs to be emotional balance and control in order for courage to surface. In another study, Shamir and Eilam (2005) proposed that authentic leaders have four characteristics, of which three were found to exist as drivers of courage in this study. The first is that authentic leaders are true to themselves. Some participants did highlight this aspect in this research, and it forms part of the driver of courage Values & Beliefs. For example, Participant 8 in Story 1 made the comment: *"... So the real thing that led (me) to this courageous decision was honesty. I want to be true to myself...."* Two other characteristics posited by Shamir and Eilam (2005) are that authentic leaders are driven by personal convictions and that their actions are based on their personal values and convictions. Again these were found in this study as part of the driver Self-consciousness. For example, Participant 3 in Story 1 said that *"... If a person tries to go against his or her conviction, he/she is not going to be a peaceful person...",* while Participant 14 in Story 2 directly stated that *"...I did find the strength internally... and it is this conviction which helped me..."*.

One other component of authentic leadership is self-regulation, which is the process by which authentic leaders align their Thoughts & Actions with their values. This self-regulation happens in this research in the stage Thoughts & Actions. Moreover, in line with what is posited by Gardener, Avolio, Luthans, May and Walumbwa (2005), authenticity is achieved by internally driven self-regulatory processes instead of external forces or expectations. And in this research this proposition was confirmed by many participants who said that they did not consider consequences in their courageous decisions. This is encompassed in the driver of Sacrificing Something. For example, Participant 8 in Story 1 said: *"It had big consequences but I did not think about these consequences at that time."* Similarly, Participant 13 directly said in Story 1 *"But there are some decisions you have got to take alone, and once you have taken them you must live with the consequences, good or bad."*

This contribution is important for authentic leadership literature because it means that developing courage drivers will help leaders to be more authentic in their leadership behaviour. In Whetten terminology, this contribution is of both a WHAT and a HOW nature. Furthermore, from the above discussion, it is clear and logical that courage has an implicit place within authentic leadership, but this has not been spelt out explicitly so far. From that perspective, this is also a WHY contribution in Whetten terms.

7.2 Context for courage to manifest itself

As described in section 6.16, four contexts were found in this research. What this means is that in Mauritius courage in leaders surfaces in contexts associated with Change, Identity Tensions, Response and Pro-Active Vision.

What was surprising was that although this research did not envisage looking at courage thought the lens of identity, the context found and described in section 6.15 are deeply related to identity. Most of the accounts of courageous experience have a connection with identity challenges that the leader was facing. As Mauritius is a multi-racial country, it was initially thought that this might be due to the pluralistic culture and ethnic differences. But this is unlikely because Koerner (2014) found identity tensions in most accounts of courage when studying identity dynamics in acts of courage at the workplace. Additionally, she found four storylines, Endurance, Reaction, Opposition and Creation. Again there are some similarities

between the storylines of this research and those of Koerner. For example, the storyline Response is more or less the same as Koerner's Reaction or Opposition, while Creation could be considered to be the Pro-Active Vision found in this research.

7.3 Methodological contributions

In this section the methodological contributions made by this research are discussed. There are three major methodological contributions: firstly the application of post-modernism in leadership research, secondly, the development of a systematic use of narrative analysis in management research, and thirdly the empirical research in leadership using a multi-level analysis.

7.3.1 Application of the post-modernism paradigm in leadership studies

One of the contributions of this study is that it demonstrates the application of post-modernism in leadership studies and shows how the research questions, research methodology and analysis are aligned to this paradigm. This contributes an answer to Parry et al's (2014) comment that post-modernism has not been a frequently used paradigm in leadership research. This contribution will help in enhancing the debate about the value of applying post-modernism to leadership research.

7.3.2 Narrative analysis in management research

This research is one of the very few studies in management and business to use narrative analysis. This method of analysis is basically a two-step process, with the first step being the extraction of stories from the interview transcripts, though the stories can actually emanate through other means as well, such as conversations in an organisation, stories told casually by stakeholders, observed and recorded. The extraction of stories was achieved in this case by analysing the transcript using the three-dimensional analysis of Clandinin and Connelly (2000), as described in Chapter 3. The second step consists of analysing the stories using thematic and performative analysis (Riessman, 2008) to extract themes and develop process theories. The three-dimensional analysis of Clandinin and Connelly allowed temporal relationships to be "seen", leading to the courage manifestation cycle. With conventional

analysis methods based on grounded theory or thematic analysis, this may not have been easy to "see" because the temporal dimension is not directly considered.

7.3.3 Multi-level analysis

This research also made a contribution to leadership research in that it was a study not of leaders only but of leadership from the leaders' perspective as well as from a group perspective. This multi-level approach allowed the findings to be more inclusive than a research design tightly focused on the leader. This was possible because leadership was defined as "meaning-making" and therefore allowed for flexibility in the journey of discovery that was this research. This lens actually enabled the process of courageous leadership to be understood as a cycle, which is the process part of leadership. The internal disposition drivers of courage surfaced become the leader-centric part of leadership, while the external drivers of courage such as Support become the group-level dimension of leadership. As was discussed in section 2.2.4, leadership research using multi-level analysis is quite scarce and this research has contributed to filling this gap.

7.4 Implications of the findings for research and practice

7.4.1 Courage and its place in leadership research

The findings of this research have the following important implications for research on leadership and courage:

- More research on leadership and courage has to be conducted through other methodologies to understand their relationship better.
- Courage has to be given more importance in leadership research because leadership effectiveness is impacted by courage.

7.4.2 Implications concerning leadership development and practice

The findings of this research have implications on leadership development and practice as follows:

- Courage development cannot be excluded from leadership development. It has to form an important component of leadership development. Without courage development, effective leadership will be a challenge to achieve.
- As Avolio and Gardner (2005, p.322), have argued, authentic leadership development is unlikely to be achieved by a training programme. The same holds true for courageous leadership development. It is most likely to be a lifelong programme, consisting of on-going processes whereby leaders and followers develop self-awareness about their courageous acts and establish open, transparent and sincere relationships, which to some extent can be influenced positively by proper training and other interventions such as coaching (Avolio and Gardner, 2005).
- As courage is to some extent a disposition that is developed through experience, early childhood courageous experiences matter. Hence, primary and secondary school programmes can be adapted to infuse a dose of courage development across the curriculum and integrated within each subject. This can be done through a cross-curriculum approach which can include both character and courage development.
- Furthermore, in adulthood in the corporate world, though it is more difficult, internal courage drivers should be experientially developed. For example, as part of training, participant could be asked to write their courageous experiences say every three to six months. The facilitator carries out a narrative analysis of the stories as shown in this thesis and then discusses it with the participants. This can be repeated continuously over time in enterprises to develop courage in employees.
- Finally it is important to develop organisational courage for two reasons, firstly, to create a climate where creativity and innovativeness will strive and, secondly, to create a climate where employees will feel powerful enough to prevent wrongdoings from happening. This could be particularly important in government regulatory bodies. Organisational courage amongst other things can be fostered by creating a climate of support through appropriate organisation policies for courageous acts to emerge and be rewarded.

7.5 Limitations of this research

As with every piece of research, there are some limitations and room for improvement. The main limitations of this research are as follows:

7.5.1 Context and generalisibility

This research was conducted in Mauritius with Mauritian leaders. As is already known, leadership is impacted by culture (Den Hartog and Dickson, 2004; Chhokar, Brodbeck and House, 2013). Mauritius, being a multi-racial country, has its specificity and some of the findings of the research may not hold true in other countries due to cultural differences.

7.5.2 Methodological issue – the coding mechanism

Coding in this research was done by the researcher only. This inevitably brought in his own personal bias and subjectivity during the coding process. However, this could not be avoided in the context of PhD research because access to other coders and more funding was not easy in Mauritius and any such attempts would have delayed the whole process further.

7.5.3 Validation of stories by participants

As this study was focusing on the meaning that the participant was giving to the experience as told, rather than the correctness of the events in the experience, it was felt not worth spending time on validation of the stories as is usually done in phenomenology. Additionally, due to time constraints it was not possible to conduct a second interview or request the participants to validate the stories, though the stories were extracted using the words of the participants as much as possible, taking care not to distort any meaning attached to their statements.

7.6 Suggestions for improvement and further research

The following have been identified as remaining gaps that could be filled by further research:

- Two or more coders could be used to code the transcripts and stories so as to normalise the coding and ensure consistency, while still acknowledging that multiple realities may exist in a post-modernism framework. This implies that coders can agree to disagree and this would inform the constructionism aspects of such research.

- The courage driver of support is missing in the Bass MLQ and work to conceptualise this construct for it to be included in the MLQ will benefit further research on courage in leadership.
- Using the drivers of courage identified, a quantitative approach could be used to fine-tune the findings. This would entail a pilot study to validate a questionnaire, which could then be used to measure the degree of influence of the drivers of courage impacting leadership in context, as there are both internal and external drivers of courage and therefore context does matter. This scale could then be used to identify any relationships between courage drivers and both transformational leadership theory and authentic leadership theory.
- It would have been interesting to match the interview transcripts with other information gathered through newspaper articles in the case of events of a national nature. This would have contributed to a better understanding of the issues at the time of the events, and this could have been put back to the participants for elaboration. In this way better and thicker stories would have been obtained for analysis.
- A multiple-site case-study could be designed to investigate more deeply the interaction between leadership and courage in leaders, followers, and other stakeholders, with a view to better understanding how courage plays a role in leadership per se.
- This research used the three-dimensional analysis of Clandinin and Connelly (2000) for reasons explained in Chapter 3. Scope exists to use the problem-solving approach to study specific issues in leadership and courage, such as how successful leaders face challenges and resolve them.
- A similar research study could be done in another country to ascertain if only the four contextual factors identified in this research exist or if there are other contexts under which courage emerges.

7.7 Conclusion

The discussion in this chapter of the findings of this research has demonstrated how it has contributed to the body of literature on courage and leadership. As well as thoroughly answering the research questions, the findings of this research have made an important

methodological contribution in terms of the use of narrative analysis in management and business research. It has also contributed to the literature on authentic leadership in particular, as it appears that courage drivers have a close affinity with this construct.

7.8 Summary

This chapter has discussed the findings of the research against the broad body of literature identified and presented in Chapter 2 of this thesis. It first showed how the research questions were indeed answered by the study through its findings. In particular it discussed the drivers of courage, both how they relate to the findings of previous research and how certain new drivers of courage not identified in previous research were found. Secondly it discussed how the courage manifestation cycle is more helpful for a leader to understand how he/she performs courageous acts than only understanding the nature or components of courage. Finally, it has been shown, by comparing the literature on authentic leadership and the findings of this research, how courage drivers are directly linked to the fields of ethics and authentic leadership.

7.9 Researcher's reflections

This section will be written in the first person as it is about the author's journey in undertaking this research. This is the second time the first person is being used in this thesis.

This journey started at least six years ago when as a leadership trainer/facilitator, passionate about leadership, I was puzzled to find so many leaders failing in their mission to steer their organisations towards success. I was puzzled because these leaders were highly educated professionals, trained in the best universities they could afford. I was curious to understand why, as for me it seemed that there was a missing ingredient. This made me embark on this PhD journey which is now reaching its end.

Has my curiosity been satisfied? The answer is no, because I realised how complex leadership as a phenomenon is. What I have been teaching in training sessions were simplistic models which unfortunately do not guarantee 100% success. But I made some progress towards satisfying this curiosity. I suspected that courage does have a role to play but I did not realise how complex the relationship between courage and leadership can be.

However, the journey in its own right was a learning experience for me. It enabled me to see how to identify trees in a forest and then how to get to the branches and then the leaves until I am satisfied with what I have discovered. In this research I have learnt new ways of looking at authentic leadership and how it relates to courage. I was not anticipating this at all when I started the journey five years ago.

I did not realise at the beginning of the journey how all the stories found would fit together into a meta-story. It was indeed a journey of discovery. What was more challenging was that because I am passionate about the subject, I ran the risk of being biased and therefore I had to make an extra effort to be open to what I will "see" and not what I "expect to see". I needed to hold my assumptions and passion about the phenomenon lightly. During the actual fieldwork and analysis, I refrained from reading any literature in depth so as to avoid any pre-conceived opinions from other scholars.

Another important change was that being from a scientific background, with physics and computer science as post-graduate studies, I was naturally from the world of positivism. Doing qualitative research within a post-modernism paradigm was challenging but very helpful in making me see the world differently. It is not any longer a black and white positivist paradigm. It has convinced me that there is another way at looking at the world which is equally valuable.

Finally, my view about leadership is that it is even more difficult to teach in a classroom setting. Leaders cannot be developed without including a process that enables the progressive self-reflection and self-realisation of the leaders. And this takes time, and can only be fast-tracked if one understands how the complex phenomenon of leadership with courage manifests itself and consciously acts continuously to make the progress wanted.

Consequently the journey continues …

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Annex 1 Recent research on courage

Author	Research Questions & Context	Methodology	Conceptual framework based on	Findings	Contexts
Rate, 2007; Rate et al., 2007	What is courage?	Quantitative	Implicit theories	External circumstances, Cognitive processes, Motivation towards excellence, Affect/emotion, Behavioural response, Trait, Volition	Military settings
O'Connell, 2009	Identification of traits and skills related to courageous leadership	Quantitative analysis of secondary data	A model was developed and tested	A combination of proximal (competencies like drive and judgment) and distal (personality traits, motives and cognitive abilities) attributes predict courageous behavior	Participants in assessment centres
Harbour, 2007	How do main actors of a risky strategic decision conceive of managerial courage?	Qualitative	Cognitive schema	Courage to be and courage to act. Role of emotions	Merger of enterprises
Harris, 2001	Managerial decision-making	Content analysis of secondary data	Model based on philosophy, psychology and management	Four courage types, courage-decisions relations may be sequential and dynamic; courage exists at all stages, specific obstacles and tools, courage takes meaning in a community, organisations can demonstrate courage, courage is meant for some good.	Stories from newspaper
Richards. 2008	What are the manifestations of the lived experience of courage on female leadership in nursing?	Phenomenological	Not clear	3 essences were found: physical being, courageous self, and that courage is incremental with a progressive-regressive stance.	From a female perspective
Aprigliano, 1999	Courage development in	Phenomenology	Theoretical underpinning	The Self (Self-knowledge& Self-	Five transformational

	transformational leaders		based on phenomenology	development), Foundational absolutes (Caring concern & Beliefs and principles), Life experiences and Contemplative actions (Carefully considered options & Knowledge of current situations).	leaders were interviewed, mostly working in schools
Goud, 2005; Kruger, 2007	What is the courageous experience like? What is the process of courage development? What are the internal and external conditions to act courageously?	Qualitative/Interpretive methodology with case study	Key elements derived from literature on courage	Real risks, reasoned choice, call to act, facing adversity, loneliness/isolation, staying power, maintaining personal integrity, and preservation	Community college leaders
Goud, 2005		Content analysis	Based on Maslow's work on motivation and Aristotle treatise	Courage as force to maintain growth Fear, appropriate action and purpose Guidelines for developing courage: develop confidence and trust, buy into a purpose, and managing one's fear	Disciplines of military history, psychology, literature and philosophy
Hannah et al., 2007	Subjective act and experience of courage	Theoretical analysis	Conceptual framework not clear	Model based on: Perception of risk, Social forces, Experienced fear, Positive traits, Positive states, Courageous behaviours, Values and beliefs, Retrospective attributional processes	
Kephart, 2010	Experience of Courage in a merger cultural integration	Content analysis of narrative interviews	No clear conceptual framework but study was within a cultural framework	Cultural integration is complex. The 3 courage elements found by Rate (2007): external circumstances, motivation towards	Business settings

				excellence and volition, were found.	
Kruger, 2007	Experience of courage among community college leaders	Interpretive case-study	No clear conceptual framework	Internal and external conditions leading to courageous behaviours were surfaced.	Community college leaders
Sekerka et al., 2009	Conceptualising & measuring Professional Moral Courage	Critical incident interviews about ethical challenges and quantitative analysis PLUS Scale development from literature	Based on Professional Moral Courage as a competency	Five dimensions of moral courage identified: moral agency, multiple values, endurance of threats, going beyond compliance, and moral goals	Military setting
Schilpzand, 2008	Development of a measure of courage	Quantitative	Foot in the Door (FITD) concept and courage as a disposition	A courage scale based on risk, fear, action, motivation and outcome	MBA students and military students
April et al., 2010	Stumbling blocks preventing individuals from acting courageously with respect to ethics	Content analysis and Grounded theory-like approach	Ethics	Ethics Enablers: Upbringing, Spirituality, Mentors and role models, Honesty, courage and integrity, Self-control, Conscience, Standing up for own beliefs, Codes of conduct, self-knowledge and Defining moments	MBA students
Amos & Klimoski, 2014	Investigation of characteristics of a team member to take leadership role when there are risks	Theoretical analysis	Not Applicable	Provides a greater conceptual understanding of to acting with courage A framework and a list of propositions Courage as a combination of confidence, character and credibility	
Koerner, 2014	Explores the intersection of workplace courage and identity processes	Narrative Analysis supplemented by Grounded Theory	Courage Components of Morally worthy goals, Intentional actions and Perceived risks, threats and obstacles	Five storylines: Endurance, Reaction, Opposition, Creation and No courage were found, together with five identity tensions which needed to be reconciled	MBA students' written stories

Annex 2 Questions to consider at various stages in the research process (adapted from Fraser (2004))

Phase 1 – Interviews: Hearing and experiencing each other's emotions

- What "sense" is gathered from the stories?
- How are emotions experienced during and after the interview?
- How the interview starts, unfolds and ends?
- How does the story arouse your curiosity while you were listening to the storyteller?
- How open is the researcher to the possibility of developing further insights about himself/herself, including insights that are implied from painful past experiences told?

Phase 2 – Transcription of the interviews

- If transcription is outsourced, how is confidentiality going to be maintained?
- Have you omitted or misheard any of the material?
- How detailed should the transcription be? For example should interruptions, break-offs, etc., be highlighted in the transcripts? Or is the "what" more important than the "how"?

Phase 3 – Extractions of stories using the Three Dimensional approach of Clandinin and Connelly

- What are the common themes in each transcript?
- What are the main ideas from each story?
- What are the aspects of the three dimensional approach of Clandinin and Connelly represented in terms of Place/Situation, Personal, Social, Past, Present and Future?
- What words are chosen in the stories and how are they emphasized?
- What kinds of meanings might apply to these words?
- What contradictions emerge?
- Are there other ways in which the transcripts and lines scan can be disaggregated?
- How will the names of the stories be logically derived if they are being named?

Phase 4 – Analysing each story inductively – First-Cycle Coding

- Are there indications in the stories about intrapersonal experiences as distinct from others before, during and after the courageous actions? What are their implications?
- Which parts of the stories relate to interpersonal relationships and interactions? What is their relationship with other parts and aspects of the stories?
- Are there cultural conventions or transgressions from cultural conventions? And what impact do they have?
- Are social structures – institutionalised or otherwise – present? How do they manifest themselves and what is being said about them?
- If only one domain of experience is analysed, what are the implications?
- If different domains of experience are to be made explicit in the analysis, how are they linked?

Phase 5 – Finding commonalities and differences among participants – Second-Cycle Coding (Cross-Story Analysis)

- What are the emergent themes and patterns across the transcripts?
- How are common patterns or plots unveiled?
- How are differences in themes, plots, characters, settings and temporal sequencing noticed?
- What are the criteria for shortlisting stories?
- Do the participants deliberately place more emphasis on issues which are sensational, provocative or contentious, or on the contrary are such issues avoided? What are the implications?
- How are the experiences mediated by their environment?
- Are stories that unsettle the views on which the research has been designed given adequate analytical attention?

Phase 6 – Deeper Cross-Story analysis – Theme Development

- What relation do the stories have to particular discourses?

- What might other social theorists say about the interpretations made?
- Do stories support, negate or challenge specific claims made about relevant discourses?
- Are ideas raised that other scholars do not mention?
- What do the stories say about the multiple lived stories of class, gender, race, sexual orientation, age, disability, religion and/or geographical location?
- Have the researcher distinguished participants' statements from his/her own? Or are their accounts being subsumed by the researcher's own analyses?
- What responses might the participants make about the analyses? If there is disagreement, will it be signaled?
- Are revisions to the analysis now required?

Phase 7 – Writing the academic narratives about personal stories – The Meta-Story

- Are the analyses relevant to the research questions? If not, should the discussion or research questions be changed to reflect the new directions?
- Are the interpretations made fair? Are any too understated or on the contrary too exaggerated?
- Have you ignored any blind spots which may underscore the findings?
- Are some arguments being repeated at different places? If yes then how they should be re-written?
- Does the analysis reflect a respectful style and tone towards participants? If not how can you justify this kind of writing?
- Does the writing style acknowledge the subjectivity of the researcher, which mediates the interpretations being made? Or is the tone too apologetic?
- Has sufficient time been allocated to the final editing process? If not, what is the bearing on the completion date?

Annex 3 Initial list of prospective participants

No.	Name	Organisation	Level of acquaintances	Remarks
1	A	Retired Vice Chancellor		Passed away
2.	B	Former Professor at University & former Minister	Worked with him at the University of Mauritius from 1985 to 1991	
3.	C	Former Professor at University & former Minister	Worked with him at the University of Mauritius from 1985 to 1991	
4.	D	Entrepreneur in textile industry	Member of same club	
5.	E	CEO and owner Insurance & Investment Company	Knew him as part of my job as GM of Sitrac Ltd. Was a sort of client.	
6.	F	Former CEO of a duty free shop	Same club and was assisting him in his MBA project	
7.	G	Former CEO of Air Mauritius	Knew him as part of my job as GM of Sitrac Ltd. Was a sort of client when he was at Air Mauritius	Now works for an airline overseas. Difficult to contact
8.	H	Managing Director of an Insurance Company	Knew her as part of my job as GM of Sitrac Ltd. Was a sort of client.	
9.	I	Former General Manager of a state-owned IT enterprise	Knew him as part of my job as GM of Sitrac Ltd. Was a sort of client.	
10.	J	Senior Manager in an airline	Former University Classmate	
12.	K	Former PTA President of a school	Was on same PTA Committee at my kids primary School for two years	
14	L	Company engaged in construction industry	Was a client of mine for many years	Recording was not good and could not be considered
15.	M	Construction company	Through his son L	
16.	N	Former Secretary to Cabinet & now Adviser	Through common acquaintances	
17.	O	CEO of a bookshop	In same club	
18.	P	CEO of a big conglomerate in private sector	Was a client of mine for many years	
19.	Q	CEO of an	In same club and also a client	

		insurance company	a few years ago.	
20.	R	Retired Director of a large Group	Was a client of mine for many years	
21.	S	CEO of a Regulator in Financial Sector	Former colleague at University of Mauritius	
22.	T	CEO in Telecom Sector	Worked with him when he was Minister for Information Technology	
23.	U	CEO of a large textile company	Don't know	
24.	V	CEO of an Association in Financial Sector	Don't know	
25.	W	CEO, of a leasing company	Was a client of mine long time ago	
26.	X	CEO of a company engaged in distribution and logistics	Don't know	
27.	Y	CEO of a large Group	As Chairman of Tertiary Education Commission	
28.	Z	CEO of a large company engaged in the automobile and other sectors	Member of another club long time ago	
29.	AA	CEO of a company in airport sector	Same club and a previous board member where I was working in the past	
30.	AB	CEO of a Large Bank	A former Minister of Finance with whom I worked	
31.	AC	CEO of a company engaged in ICT and telecommunication sector	A former client	
34.	AD	A large BPO company	Professional acquaintance and former client	
35.	AE	Senior Manager in a bank	Former university classmate	
36.	AF	Director of a private sector pressure group	Professional acquaintance	
37.	AG	Director of an association in the private sector	Professional acquaintance	
39.	AH	CEO of a large company engaged in ICT	Professional acquaintance and former client	

		and technology sectors		
41	AI	CEO of a state-owned enterprise engaged in social activities	Former Minister of Education under whom I worked	
42	AJ	Entrepreneur engaged in sports equipment	In same club	
43	AK	Chairman of an offshore group	Former Minister of Finance under whom I worked	
44	AL	Former Minister	Former Minister of Industry-Know his brother very well	
45	AM	CEO of an Association of Directors	Professional acquaintance	
46	AN	CEO of a private bank	Former Client	
47	AO	CEO of an NGO	Don't know him	
48	AP	CEO of a state owned enterprise engaged in import	Professional acquaintance and former client	
49	AQ	Entrepreneur engaged in jewellery sector	Don't know him	
50	AR	CEO of an association of offshore companies	Know him very well, previous university colleague	

NOTE: Those who are highlighted are those who participated in the study

Annex 4 Interview protocol

The interview focused on the courageous experience of leaders and it is the actual experience as told by leaders which is of interest. The idea was to get details about the past, present and future in relation to the courageous situations. Hence, the interview was unstructured and informal and took the flow of a conversation rather than a formal interview. That is, it becomes a conversational partnership (Rubin and Rubin, 2005). Care was taken not to "guide" or probe the interviewee too much. Depending on the situation and the responses of the interviewees, appropriate probing was done as part of focused or active listening. So the questions below were guidelines for the researcher and were not necessarily asked verbatim.

1. **Recall times when others have displayed courage in their lives. Tell me about them.**
    a. What do you see as courageous in these acts?
    b. Describe to me how you felt?
    c. Describe the courageous action?
    d. What were the people around saying?

2. **Now recall a time when you displayed courage.**
    a. What was the experience like?
    b. Who was involved?
    c. What were people around telling?
    d. Describe the courageous actions?
    e. What led to that critical moment?
    f. Why did you act as you did?
    g. What were the possible options?
    h. What do you think were the inherent risks involved?
    i. What emotions did you feel before, during and after the courageous act?
    j. What were you hoping as consequences? And what actually happened as outcomes?
    k. Looking back on this experience now, what thoughts do you have about it? How would you describe that experience now?

l. How would you define courage, based on that experience? Would it change based on other experiences? If yes, tell me more about these other experiences?
m. What made you act in the way you acted?
n. What did you learn about this experience?
o. Since then how do you think this experience informed your leadership?
p. Did any previous incident when you had to harness courage have any impact in the way you manifested courage in that incident you just described? Tell me more.

3. Recall a time when you think there was a lack of courage?

(The same questions as above are adapted and asked)

Annex 5 Introductory letter to potential participants

Date:

Name:

Address:

Dear (Name of Participant),

Invitation to be a participant in a research project

Further to my telephone call/ email contact of (date) I am writing to invite you to participate in a research study I am conducting in order to fulfill the thesis requirements for my PhD degree at the Wits Business School, Johannesburg, South Africa. This research is a qualitative study which attempts to understand better the role of courage in leadership. In particular, the research will try to identify the drivers of courage and how they influenced you towards "worthy" or "unworthy" goals as a leader.

This research has its roots in my own perception of effective leadership in Mauritius, whereby we have seen leaders in high-up positions not having the courage to take the decisions which in my view the situation demanded, although they knew they should and they had all the skills to take those tough decisions but still did not proceed with the decisions. It appears that courage may have something to do with this behaviour but it is not known how it plays its role in effective leadership and how it can be developed or nurtured. Hence the practical value of this research for the business community in Mauritius. Approximately 15 leaders will be participants to this study. Participants for this study have been identified through a purposeful selection of participants and you are one of them.

I have chosen to conduct a qualitative study because I am interested in the lived experience of leaders like you as you felt when you behaved courageously, how you make meaning out of those experiences and how it has informed your life and leadership. I want to hear your story of courageous actions from your own perspective and your own voice. I believe that the insights you will give me will enable leaders to understand better the role of courage in leadership and will inform the academic community for further research in that direction.

You are of course under no obligation to participate in this research and your participation is strictly voluntary with no expectation of financial remuneration. If you consent to be a participant in this research, it is anticipated that your time commitment will be around four hours only, which will be divided into two or three face-to-face interviews over a period of 6 to 12 months. During these interviews, I would like you to share with me your experiences

and stories as they relate to courageous actions you have taken as a leader. Each interview will be scheduled at a mutually convenient time at the location of your choice. The interviews will be audiotape-recorded to ensure accuracy and transcribed by a bonded transcription service. At the end of the first interview I will ask you to fill in a short background information questionnaire (Annex 7), which will take less than five minutes to complete. In addition, I would like to take notes about any pertinent information that may arise during the interviews. You may refuse to be taped or request that parts of the interview not be recorded or notes not taken. You may also refuse to answer the background information questionnaire. You may terminate the interview at any time, choose not to answer specific questions during the interview, or withdraw from the study at any time without any negative consequence. I will call you a few days after each interview to ask you if you have thought of anything you would like to add or modify, and to clarify any of your responses, if necessary.

Your identity and any organisational affiliations you have or may have had will be kept confidential and known only by my PhD supervisor and myself, unless for the purpose of the study you choose otherwise. All information obtained during the interviews and analysis phase will be maintained, accessible only by me, in my home office. In order to maintain your anonymity, unless you choose the self-disclosure option, study results will be reported in the final thesis by pseudonym, numerical coding and in the aggregate. It is my intention to publish results within one year of the completion of the study and to use the findings in subsequent presentations as the opportunity arises. In both these circumstances, your anonymity will be preserved as previously noted. Upon completion of the study and the successful defence of my thesis, all information that could identify you in any way, including the audiotapes themselves, will be destroyed.

It is possible that quotations or descriptions you may use during the interviews may be attributable to you by people who are closely familiar to your style of speech or a particular incident, and who read or hear the reported findings of the research. Unless you agree to disclose your identity for the purposes of this study, all effort will be made to minimize this potential.

As this research is about exploring the phenomenon of courage in leaders, you will be given the option of choosing full confidentiality and anonymity, or self-disclosure – that is, using your own identity. If you decide to be personally identified in this study, the following options will exist throughout the entire research process: (i) the informed consent form will reflect both options and written consent will be obtained from you prior to the beginning of any data collection; (ii) I will seek your written permission before I use any quotes directly attributed to you; (iii) you will be allowed to "speak off the record" at any time during the actual interviews; or follow up conversations we may have. To "speak off the record" means that these comments will treated with full confidentiality; (iv) You may change your mind at any time during the process and choose to be identified only by your pseudonym and code without penalty or prejudice; (v) This change from disclosure to anonymity will be reflected

on your previously signed consent form, and an amended copy will be sent to you; (vi) Prior to the final written submission of the research dissertation, I will contact you by telephone to make sure you are still comfortable with your decision to disclose your identity. This will provide one final opportunity to choose anonymity, again without penalty or prejudice.

Thank you for considering this project. I will be calling you within the next two weeks to answer any questions you may have concerning this research and to ascertain whether or not you wish to participate. If so, we can then arrange for a convenient time for the face-to-face interview.

Yours sincerely,

Girish Nuckchady
PhD student
Wits Business School

Annex 6 Informed consent form

Title of research: The drivers of courage in leadership from the eyes of the beholder

Researcher	PhD Supervisor
Girish Nuckchady Shiv Shakti Road Vacoas Mauritius	Prof Hendrik Sebastiaan Kriek Director, Leadership Development Centre Wits Business School St Davids Place, Parktown Johannesburg, South Africa

You have been asked to participate in a research study conducted by Girish Nuckchady, a doctoral student at the Wits Business School, Johannesburg, South Africa. The purpose of the study is to explore and understand the drivers of courage in leaders in Mauritius and the finding will form part of Girish's PhD dissertation.

You have been chosen because it is felt that through your experience, you have exercised courage in various ways, such as taking a courageous stand, taking personal and professional risks, pushing the status quo, and/or "speaking the unspeakable" and other courageous decisions. This research is about the lived experience of leaders like you – what these experiences are; how you make meaning of these experiences; and how they have shaped your leadership and life – from your own perspective and in your own voice. The researcher believes that your insight can contribute to a better understanding of what drives leaders to take courageous decisions or actions and will contribute to leadership development both in practice as well as in academic terms.

An introduction letter has already been sent to you by the researcher explaining the process and how confidentiality aspects of this research will be addressed.

If you have any questions about any aspect of this research or your involvement, please tell the researcher before signing this form.

Two copies of this informed consent have been provided. Please sign both, indicating that you have read and understood the form, and agree to participate in this research. Return one to the researcher and keep the other for your records.

DISCLOSURE OPTIONS: **(Please mark your response to both questions before signing this form)**

(i) I wish to remain anonymous for the purposes of this study YES NO

(ii) I agree to disclose my name and identity for the purposes of this study YES NO

NAME OF PARTICIPANT

SIGNATURE OF PARTICIPANT

DATE

Yes, please send a summary of the study results to:

NAME

MAILING ADDRESS

Annex 7 Background information questionnaire

1. Gender

   ☐ Male ☐ Female

2. Marital status

   ☐ Single ☐ Married ☐ Separated
   ☐ Divorced ☐ Widowed ☐ Cohabiting

3. Rank order of your position within your siblings

   ☐ Only child ☐ Only girl ☐ Oldest child
   ☐ Youngest child ☐ Middle child ☐ Twin

   ☐ Other:----------

4. Tertiary education

   ☐ Undergraduate ☐ Postgraduate

5. Number of years since graduation from undergraduate programme

   ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years
   ☐ 16-10 ☐ 21- 25 years ☐ over 25 years

6. Present leadership positions outside present work position

   ---

   ---

7. Your leadership positions held since school days

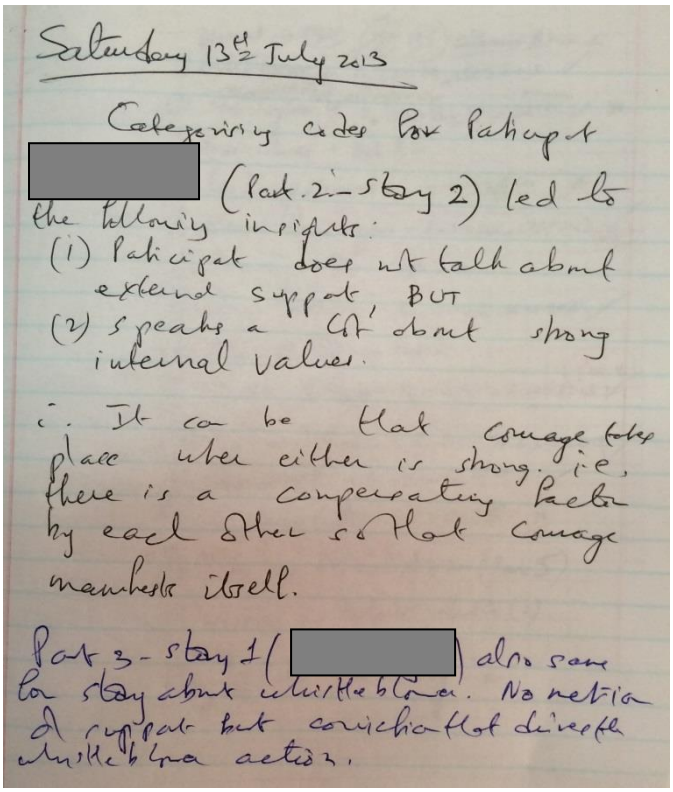
---

8. Current position

- ☐ CEO
- ☐ General manager
- ☐ Director
- ☐ Chairman/President
- ☐ Retired

Other (Specify……)

Annex 8 Extracts from the research journal and ATLAS Ti memos



Saturday 13th July 2013

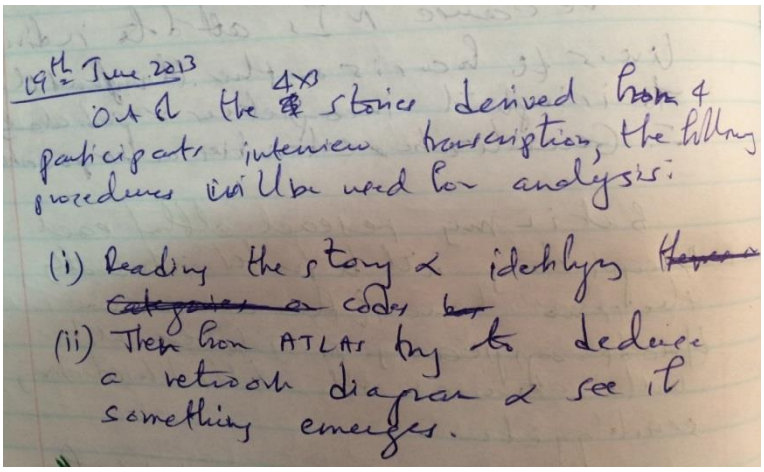
Categorising codes for Participant [redacted] (Part. 2 – Story 2) led to the following insights:

(i) Participant does not talk about external support, BUT

(2) speaks a lot about strong internal values.

∴ It can be that courage takes place when either is strong. i.e. there is a compensating factor by each other so that courage manifests itself.

Part 3 – Story 1 ([redacted]) also same for story about interpersonal. No mention of support but conviction that directly influences actions.

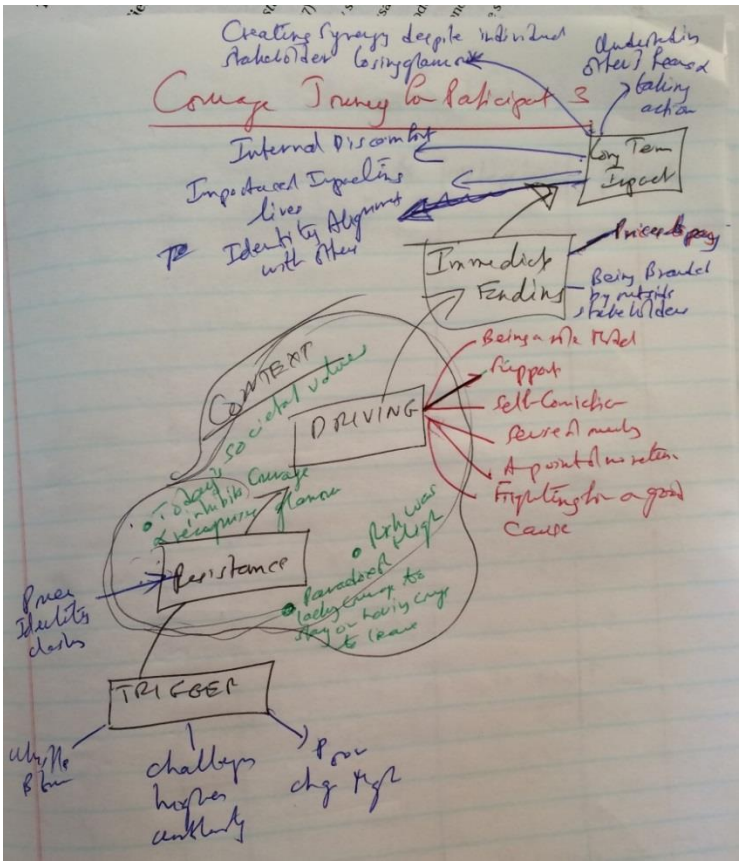


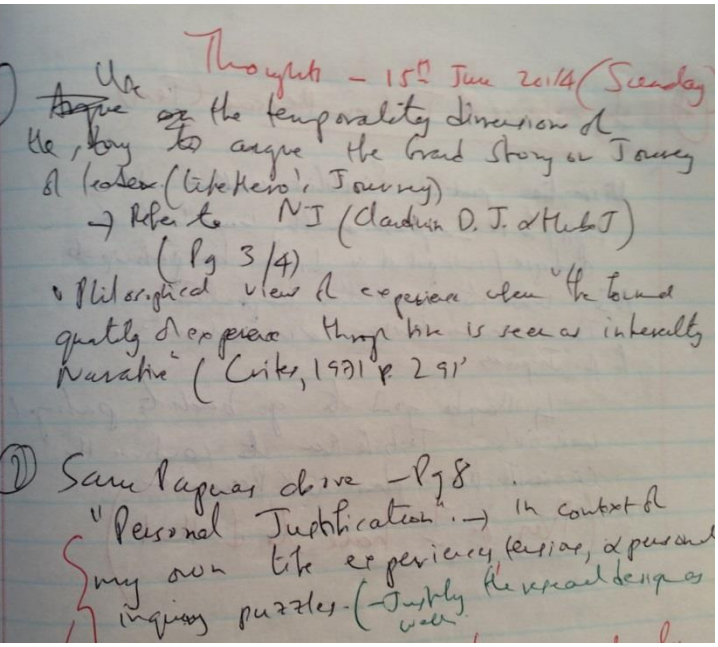
19th June 2013

Out of the 4 stories derived from 4 participant interview transcription, the following procedures will be used for analysis:

(i) Reading the story & identifying ~~Themes~~ ~~Categories~~ codes ~~for~~

(ii) Then from ATLAS.ti to deduce a network diagram & see if something emerges.





Thoughts – 15th June 2014 (Sunday)

Use ~~Argue~~ on the temporality dimension of the story to argue the Grand Story or Journey of leaders (Life Hero's Journey)

→ Refer to NJ (Claudia D. J. & Hubert J.) (Pg 3/4)

• Philosophical view of experience when "the found quality of experience though how is seen as inherently narrative" (Crites, 1971 p 291)

(2) Same Papers above – Pg 8

"Personal Justification" → In context of my own life experiences, tensions, & personal inquiry puzzles. (– Highly relevant design

9/6/2013 Further reflection on Research Outcome.

Justifications of analysing stories rather than transcriptions :-

(1) We are interested in the experience as conveyed in stores

(2) Therefore sequencing is important, otherwise by analysing transcripts, points said little apart may not be analysed or wrongly analysed.

(3) We are getting rid of other points unrelated to the story stated by the story-teller.

---

4 June 2013

Paper: Narrative Inquiry by Clandinin, D.J. & Huber J. (in press): Narrative Inquiry. In B McGaw E. Baker, & P. P. Peterson (Eds.), "International encyclopedia of education" (3rd ed.), New York, N.Y.: Elsevier

Research Design Consideration

Justification — Personal Justification (my life)
Practical Justification
Social Justification

Importance of Interim Research Texts

Dissection part of Scientific method is highly to N. Inquiries who they leave field & analyse / interpret & distort how participants N.I want to resist this temptation. This creates tension & uncertainty to N. Inquires.

Maybe good to go back to participants with interim Texts before to continue the co-construction phase with Research.

(May be I have to do that)

(1) Participant 1 - [redacted]

- Very classical leadership traits being said
- Three possible Stories emerges based on contexts:
  (i) Leaving Happy World
  (ii) Changes at Happy World
  (iii) Not accepting Me in UK
  (iv)

3/10/2012 My reflections

The way my research differentiates is that what I'm finding how my analysis could be different from what others interpreted. So it is a new insight.

Memos

HU: FirstDRAFTAnalysis2-At23July2013
File: [C:\Program Files (x86)\Scientific Software\ATLASti\Program\Help\FirstDRAFTAnalysis2-At23July2013.hpr7]
Edited by: Super
Date/Time: 2015-10-09 16:16:27

MEMO: Thoughts on - 21/07/2013 about reductionist strategy being still present (0 Quotations) (Super, 2013-07-22 22:10:55)
No codes
No memos
Type: Memo

I had a feeling that once stories have been extracted using the 3 D strategy, using inductive coding of the stories becomes a reductionist strategy. So there is a methodological contradiction in that I chose narrative analysis because precisely it was not reductionist and I am getting the experience understood. How to argue this approach convincingly?

I can try to argue that if I code the full transcript then am not coding the experience which I am interested in but rather whatever the participant said and this can be misleading. But still it is reductionist!.

Kerrin on 23 July suggests that I can argue that when I am coding the transcript it is to get the plot or structure of the stories which I then write. But when I am coding the story I am coding the get the meaning or content. So it is not reductionist... Convinced???

Memos

HU: FirstDRAFTAnalysis2-At23July2013
File: [C:\Program Files (x86)\Scientific Software\ATLASti\Program\Help\FirstDRAFTAnalysis2-At23July2013.hpr7]
Edited by: Super
Date/Time: 2015-10-09 16:20:26

MEMO: ME - 29/03/2014-3 levels of courage display (0 Quotations) (Super, 2014-03-29 22:14:54)
No codes
No memos
Type: Memo

I think there are 3 levels of courage display:

1. Driven by internal disposition
2. Driven by support from close community (peers, family, etc...)
3. Driven by taking paliating measures to soften the impact of the decision

Memos

HU: FirstDRAFTAnalysis2-At23July2013
File: [C:\Program Files (x86)\Scientific Software\ATLASti\Program\Help\FirstDRAFTAnalysis2-At23July2013.hpr7]
Edited by: Super
Date/Time: 2015-10-09 16:21:41

MEMO: ME - 27/12/2013-How to select stories (0 Quotations) (Super, 2013-12-27 21:05:58)
No codes
No memos
Type: Memo

Many interviews generates more than two stories. Some stories are really trivial and a systematic choice has to be made what to analyse. So I feel that stories which are short with only 2 dimensions of Clandinin and Comnelly being filled, should not be considered in the analysis. It is not "thick" stories. But in the Story numbering, numbers which are missing are stories which have at most 2 dimensions and have therefore not be written as stories.

However an exception is Participant 9 Story9. I included this story although only two dimensions were revealed because this story sounded more like a summing uip reflection of the participant and it was important to capture this.

Memos

HU: FirstDRAFTAnalysis2-At23July2013
File: [C:\Program Files (x86)\Scientific Software\ATLASti\Program\Help\FirstDRAFTAnalysis2-At23July2013.hpr7]
Edited by: Super
Date/Time: 2015-10-09 16:22:46

MEMO: ME - 26/02/2015-Story Line Approach for Chapt 6 (0 Quotations) (Super, 2015-02-26 10:00:29)
No codes
No memos
Type: Memo

Based on Paper by Martha feldman et al. it will be appropriate to use same concept of Story line to introduce each story rather than monotonously write each story. readers can refer to annexes for full stry as told by participant as this was the data that got analysed.

Annex 9 Example of technique used to extract stories from transcripts: Story 1 from Participant 1

Interaction		Continuity			
Personal	**Social**	**Past**	**Present**	**Future**	**Situation/Place**
Girish: Yes, personally when you were seeing this happening, how did you feel, what kind of feeling was going on with you, with your team members? **Participant:** I mean I based normally on [inaudible] [00:08:24] venues, it's resistance to change. It takes quite a while to get used to it and to adjust yourself [00:08:31], but - **Girish:** How long did it take for example [00:08:35], one week or two weeks?	As I said, I think people normally don't like change, so any change will lead to resistance of the monopoly and I would say that it is the goal of the leaders to be able to articulate the direction and to defend the idea, and to make sure that it is properly implemented despite all [00:07:37] the resistance that you will find along the way. **Girish:** So can I say that you define courage as facing that		I mean when something is working it's very tempting to just leave it as it is and not to tamper with it. **Girish:** Yes, I agree. **Participant:** And it takes some courage to be able to put it into question and to re-look at it and to make changes, despite the fact that it is being [00:08:13] successful	I think it was at a time when obviously everyone was having difficulty to cope with it and then with hindsight when you look at it, it made a lot of sense.	I think for example at XX I've seen quite a few, where when you look at it things were working, were working quite well - despite of that, the leaders decided that we needed to change and change pretty dramatically. There are many, many cases that I've seen, for example the model of operating in the Domestic Appliances Industry -

Participant: It varies from situation to situation, I think it all depends on how deep are the changes, you know like small changes you get adjusted rapidly but if it is a fundamental change then it might take some time. But you know the thing about being part of Senior Management is that, I mean once - we can have a heated debate about something, disagree about it and resisting to it, but once you have made the decision - once management has made that decision, I think we need to stick to it and get behind the idea and make sure that it is properly implemented. I mean it doesn't serve anybody's purpose well to discuss	resistance. **Participant:** Yes.				

about it [00:09:24] to agree around a table , then when you implement it [0:00:09] - **Girish:** Do something else. **Participant:** You will find all kinds of resistance and all kinds of bad things about the decisions, but I think that once it is decided it is decided and then you need to go along [00:09:41], but in real life you will see a lot of resistance, even if it has been discussed and it has to be implemented.					
			The main change that we did, was to change the structure model in the sense that, we had a lot of overheads [00:11:30] in our	but do you think that if you have had somebody who was your mentor for instance, who was you confidant that	

			books and we changed the model to turn it into more of an outsourcing model, so pretty fundamental change [00:11:38], but it changed the structure of the company. So it made a lot of sense.	he could have influenced your decision? **Participant:** I think so, maybe if I was more closer to the market - the outside market and talking to more people maybe I could have - **Girish:** Confidence - in strict confidence yes, yes it could have helped, so , alright, you were telling me something else.	

Annex 10 Sample raw stories extracted from the recordings and transcripts

Participant 1

Story 1 – The challenge of changing model of operations

Several years ago at [the company] where I have been working, the leaders decided several years ago that we needed to change and change pretty dramatically, despite the fact that things were working quite well actually. The model of operating in the Domestic Appliances department was changed drastically.

As I said, I think people normally don't like change. So any change will lead to resistance of the monopoly and I would say that it is the goal of the leaders to be able to articulate the direction and to defend the idea, and to make sure that it is properly implemented despite all the resistance that they will find along the way.

So can I say that courage can be defined as facing that resistance.

I mean when something is working, it is very tempting to just leave it as it is and not to tamper with it. And it takes some courage to be able to put it into question and to re-look at it and to make changes, despite the fact that it is being successful.

When I was seeing this change happening, it's resistance to change. It takes quite a while to get used to it and to adjust yourself. But you know the thing about being part of Senior Management is that, we can have a heated debate about something, disagree about it and resisting to it, but once the decision has been made, I think we need to stick to it and get behind the idea and make sure that it is properly implemented. I mean it doesn't serve anybody's purpose to discuss about it to agree around a table, then when you implement it do something else. You will find all kinds of resistance and all kinds of bad things about the decisions, but I think that once it is decided it is decided and then you need to go along, but in real life you will see a lot of resistance, even if it has been discussed and it has to be implemented.

In this particular situation, I think it was at a time when obviously everyone was having difficulty to cope with it and then with hindsight when you look at it, it made a lot of sense. The main change that we did was to change the structure model in the sense that, we had a lot of overheads in our books and we changed the model to turn it into more of an outsourcing model. So pretty fundamental change, but it changed the structure of the company. So it made a lot of sense.

But still if I had somebody as a sort of mentor for instance, who was confident in me, then he/she could have influenced my decision. Maybe even if I was more closer to the outside market and talking to more people maybe I could have left earlier.

Story 2 – Leaving [his place of work]

One of the cases where I thought I displayed courage was when I decided to leave [my place of work] after eighteen years. I think I could easily have retired there and the owners would have preferred me to retire there. But I decided that I was getting experienced at [the company], but at that stage, I was giving more to the company than what the company was giving me. So I thought that it was time to move on, and I faced a lot of resistance from there.

It wasn't an easy time. I mean before I actually went to the owner to say, you know I've made up my mind to leave, I could sense a like there's a wall. You know I felt like having a lot of apprehension even before going in because I knew what the reaction was going to be. I knew they counted a lot on me after eighteen years. But then fundamentally I don't think it suited my purpose and my objectives. So, despite having this apprehension, I actually went ahead and it would have been the right time, and then I was given an increase a third time. I was given a short while, like an additional week and with a lot of pressure being put on me and said, you know please revise and re-think about it and we'll talk about it in ten days, or whatever, whatever, whatever. Despite all of this, after ten days I came back to them and said, I've made up my decision and I want to leave. What they did and said did not influence me because fundamentally I thought it was the right time to leave and I wanted to live other experiences. I thought like I said before that I was giving more to the company than what the company was giving me. So in terms of experience it wasn't being fruitful for me anymore - It was time to leave.

At that time when I came up with it, a lot of people were surprised. They were surprised because they thought that I would be there forever. So I think my family, especially my wife - when I told her about it and I told her why, I think she understood. And she was supportive. But many people couldn't believe that I was about to leave, that I have taken the decision to leave the company -

Some people were judging and telling me not exactly that no it was not the right decision but rather they wanted to understand why I am leaving. But I think that it is difficult to judge. I think that if you don't have the whole picture it is difficult to judge.

They wanted to understand and given that I am not a spring chicken you know like a young guy and that you are very flexible. They would have thought that probably I would have thought about it before making my decisions yes. I think people understood - people in the same age group, for example, in my club people understood why I was leaving.

At that time, I was not contemplating any other options although I was aware that I was giving more to the company than what I was learning form the company. I think that I thought that the company wasn't being ambitious enough and it wasn't going to be much fertile moving forward, so I thought there is no point to raise that because I felt that over the years I have been trying to influence the direction and so on.

On the risk side, the risk was that you moved from a financial[ly] secure position and then you move out, but I knew what my abilities are, what are my qualifications, what are my stakes, maybe I didn't know about my market value.

But having done taken that decision to leave, it certainly put me on the market and it has in fact really re-established my market value, which was a big benefit out of this move. I say that because you see when I was at XX having done eighteen years, so probably a lot of people saw me as someone who would be there forever and maybe if there are an opportunity they would not even contact me. They thought I was part of the furniture and I wasn't going to move. So it was a very good move. In fact, it turned out to be a very good move. It kind of gave me a new freedom kind of thing you know. I freed myself. At that time, I was attached there in my previous job and the way the company was being managed also, because the owners were very hands on and we had only so much lee-way that we could do.

Although today I am at [another company] I have got a free hand and I run the show. Before that taking that decision, I think before it was fear because I had to climb the wall. During the act it was a lot of pressure and you felt like some of it not justified you know, and a bit of anger also in a sense, like you feel like that you've given so many years to the company and then by now you wanted to move on, you feel like, you know that your decision is not being respected.

So at that time there was no kind of hope in terms of consequences of that decision because it was more like, I had enough and I wanted to move irrespective of what was going to happen. It was more like you know I was fed up you know I wanted to go.

But I got a job offer and I was leaving on the basis of that promise but then when I went there it turned out to be different. So I only stayed there for three months in total. It was not the job I am presently in. But the first thing is that as soon as I got out of [my old job] everyone knew that I was available.

Today, I mean when I look back at it, I don't normally regret in the sense that, okay I might have done eighteen years, maybe I overstayed [in that job], but then you know the experience that I got there was good enough. I now would be ready to get into this present job and be comfortable and to do it from day one without any problem. So to some extent it is not lost. I mean the experience that I had - and any experience in life is not lost. So and on that side it was a positive thing. So I can apply all my experience, knowledge and exposure.

The impact this experience had on me and my leadership is that I think what it's basically saying is that when you have made a decision, once you have rationalized it in your head or made it clear, you need to go and do it. The decision was all plot in my mind, then looking at it globally you said it's time to go. And also the other thing is that one needs to be hopeful about the future, because by doing it you might open other doors that you are not even aware of at this stage.

Story 3 – Preparedness to be President of Rotary Club

It was at the Rotary Club of … in June 2011. The custom is that you don't put yourself forward to become the President of your Club. It is an assembly of past presidents that decide.

But then at the time that I was approached, It was surely it was not a coincidence that I was reading someone who quoted that you know, leaders must be prepared, so that when they are asked to lead they can take it up and just lead. So by coincidence I was reading that when someone came back to me and I thought, yes probably I'm not ready,' but let's do it, let's take it up. And I must say that the year went very well because - it went well because members work, but also because I planned the year well and I was never behind the curve kind of thing you know, because if you don't plan you will see that the year goes very fast and then you are always behind the curve and trying to catch up with the events, but if you plan you lead the event, It makes hell of a difference. But now I'm very happy now about you know sitting here, in 2012, but I've done my year despite all my other commitments, concerning family and work.

Furthermore, the way the club's structure is designed - our wives get really involved in the activities of the club, so obviously one of the main partner in that decision is my wife. So I had to consult her. And she said surely you know, you might as well do it and then not wait, and if you've been asked just think of the challenge and she will be supportive. But it was good and overall it was a very good decision.

Story 4 – I wish I had had more courage to leave earlier

I should have had the courage to leave [my previous job] earlier specially as there was a big fight between the directors and shareholders back in 1996. I was right in the middle of it and I was also involved on the boards where decisions were being taken. When clearly you see there was conflicts. I should have had the courage of looking outside at that time. That was one instance where I could have been better outside.

But this kind of act couldn't influence me to leave later, because it was well after. The fight was kind of settled because they reached an agreement and the company is going to be split. That arose in 2004 and I stayed until 2010 -

There was an occasion where I should have left. During that time you see what started the conflict and things get really heated up in the company and sometimes you don't want to talk about it outside as all is confidential. I was alone there to take that initiative and I feel at that moment that I had to stay.

But I think that if I had somebody as a mentor, maybe if I was more closer to the market - the outside market and talking to more people maybe I could have had more confidence - in strict confidence yes, yes it could have helped me to take that decision.

Participant 11

Story 1 – A fishy marketing budget that took 6 months to be shared

When I left [XX] I joined [XXX] as the marketing director. And I worked for [XXX] for 18 months and then they sacked me and I took them to court okay, for unfair dismissal. The values that I thought that the company that I was joining had didn't seem to match when I got there. They did not like the sort of things that I was finding and I was questioning. That's probably the most difficult situation I've ever had to face.

The first thing you would ask for if you were a marketing director when you start will be obviously to see the marketing plan. And the answer is No, no there isn't. Then I say I want to know why we don't have a marketing plan. I understand from them that the situation so rosy that people just come. They said it was also so because they didn't have anybody in charge of marketing before. So my next question was, is there a marketing budget? I'd come halfway through the year okay, so if there were budgets I want to know, what's been decided and what not. It took six months for them to give me a budget. And when I got the budget there were all sorts of things in there which were not marketing. I don't think I need to explain anymore. So when I said, what's this, what's this? There was deathly silence. And I said, well you know, I am not going to manage this budget and it's not going to be in my department unless I know what this is, and if it is what I think it is, I don't want it and it's not marketing.

Okay, so they didn't like that. They did eventually take those items out but it was their black box. Alright and because they didn't have a marketing director before, it had just been covertly hidden away. So we were on a collision course and for me the lesson that I learned was that I thought that I could perhaps say, okay my department is clean, okay even if the company is doing things, alright. But if my department is clean that's okay, but it doesn't work like that, okay. So eventually they took the initiative – I mean I would have left. Well I started to realise that the organisation that I thought it was and their style of managing was very different from what I thought.

I had the courage to ask these difficult questions and important questions. They were extremely unhappy about being questioned, and that I should question them in any shape or form.

They were also extremely unhappy when I took them to court. And eventually I won my case, but it took seven years. And that's seven years that hangs over you, you know, when I lost that job I had a mortgage like anybody else. I didn't have another job, it took me about six years – I'm just trying to think, it was about three months before I got another job which in the scheme of things is not bad, okay. But your reputation is damaged, people will ask why you left or why you got sacked. They don't know the history or the inside and as I was nearing the three months my bank manager was saying to me, you know, your overdraft, etc..., and I went to see – I won't site his name, I went to see the CEO at the bank, it's been my bank for 20 years/25 years and he told me to sell my house. So you see the people – you know you do have to have the Courage – I didn't sell my house. I did get another job, but just

in time. There was somebody in the bank who wasn't the number one, he was the number three who called me and said, Jane come and see me, I'm going to sort it out for you. And he tided me over for another month which is all that I needed in the event I get something. But you see when you're a whistle-blower or when you are out there on your own it can be very lonely.

And the problem is that the legal case drags on and on. So, if you are the major bread earner and if you have children at the time in your life, making these sorts of decisions require a huge amount of courage. The lesson that I learnt is that you have to get up and turn the page.

And you know I saw my brother went through a slightly similar situation. His situation was that he was working for a foreign company and his managing director who was his immediate boss dropped dead at the age of 40, he had a hole in the heart. My brother had a meeting with him at dinner on the eve and the next morning my brother woke up to find that he'd died in the night. So it was a huge shock because he was not only his boss, but they were – he was also a good friend. They were very close. The number two who didn't like my brother because he was so close to number one took over and my brother got sacked the next day. So he took them to court in the UK, but they were a foreign company, it was very difficult. He was 45 then, at a critical point in his career. He'd never turned the page; even today he hasn't turned the page. So you have to, if you want to move on. You have to move forward.

You've got to move on or you can waste a lot of energy and time which is why I will say to people today, if you can you have to negotiate – unfortunately I couldn't and they wouldn't negotiate with me so I had no choice. But if there is a choice you should always negotiate. And I have had many people who phone me as a result of my experience saying, what do I do? And I say, negotiate, you don't want to have seven years of going to court. You know and it could have been longer than that.

So courage, but I think you need to have some sort of practical pragmatism in that too. That's my view because otherwise you can throw it all away.

During that time, well the only person that I really spoke to because it was so delicate was my husband, and he's one of those 20% - he said leave. Leave, just go, you know, and I said, it's not right, it's not – you know, I'm a very conscientious worker. I said, I've got this and that to do, I don't want to leave them right now, you know, let's look at it again, maybe you know, my department's okay, but I know what they're doing. He said, leave. So he was very supportive and that was extremely important.

So I think also another lesson is to make sure that if you want to be a leader, I think you need to surround yourself with people who've got the same values as you, and I think that you need to surround yourself with people who've got you know, positive thinkers as well you know, because if I had been surrounded by people who said, Aw! Goodness me, don't do that, what are you doing? Aw! you know, it would have been, terribly much more difficult to take that decision.

I think within the first six months very quickly, I started to realise I need to leave. But I stayed for the six or seven months because I really enjoyed the work – and remember I had just left [XX] after 13 years here and six years in the UK, nearly 20 years with one company, and I thought to myself, I'm not giving them a fair chance, you see. Also it took me six months to get the budget remember. And it wasn't until I – it was almost like them in my face if I leave immediately.

When I look at it today, this incident happened now five/six years and the meaning I give to this is that it was very tough at the time, but I think it was a good experience. I mean you learn – I think you learn most Girish from the hardest times. If life is easy or things are relatively easy or always good you don't learn as much as you do when these challenges come. And I do think it is how you face the challenge that counts.

Story 2 – Keeping calm when my daughter had a skull fracture

I'll give you another example, it's not really a moral courage example, but I think it's important. We only have one child and she had a bicycle accident at a friend's house riding through the sugarcane field. She fell. And when she fell, she fell badly and she hit her head on a rock, okay. It was only a half an hour before I was picking her up. She was 12 at that time and the accident happened around 30 years ago.

And when I picked her up 30 minutes later and she was complaining – she was crying obviously, she was a little bit injured, but she was complaining about very badly– her head hurting. So I took her straight to the doctor and on the way to the doctor she was sick in the car, and the doctor said, that's fine, okay, and she was complaining about the ear. So she said, take her straight to the hospital Darne, and anyway, short story, she had cracked her skull, okay, and the crack had opened the membrane which covers the brain and the doctor said, I have to operate urgently, because if an infection gets in that's the worst thing, okay. And he said to me, you work for [the airline], you could take her to Reunion Island if you don't want to have it done here. So I said to my husband, what does that mean? Is he trying to tell me I should take her to Reunion Island, why would I do that? How can she travel? you know. We called in a friend of ours who is an ear specialist and he said to me, this doctor – this surgeon, he's the only neurosurgeon on the Island, he's excellent, but he's got no relationship skills. He said he's excellent don't worry I'll be there. And so we did, and the operation was successful and she's a happy child today, no sequels okay,

So what I'm trying to say to you is that the courage that I think was required by my husband and I at that time was crucial. We kept very cool, we kept very calm, we really worked together and I don't think that she suffered, she didn't just suffer any physical and I think that's because she was in the right doctor's hands, but there was no psychological damage. I think you see a lot of people in that situation, they might have broken up you know.

And you know when she woke up after the operation, she'd had her hair shaved off, she had two big black eyes, she looked terrible. But you know, she was absolutely fine with it and we joked and she was good, you know. So I think that you need a lot of courage in situations like

this. It was after that that I did breakdown, but not in front of her. After the operation when everything was alright, all the strain and the stress comes out you know. So I think you do need courage – in these very challenging situations it can be very difficult, but you need support because when you're in such a situation normally it's very lonely, it's very lonely whether personal or other.

I think that's essential, and that's why I think you need to have a good support group around you, people that you can trust, people that you can respect, people who share your values – for Leaders is very important, and not being surrounded by people who just say yes. So I think constructing the right team of people around you is really important, yes.

Story 3 – The rude PR guy

I think the only other one that I would say to you which happened to me recently – and I think that was an interesting one, so that's the only reason I share it with you.

I've been in this present job for just over one year to 18 months when this incident happened. We had a PR Agency and the PR agent, and I'm giving you the name, but it was [Mr Y].

We had a conference and [Mr Y] was the PR. On the first day of the two-day conference he arrived at the hotel, and when he arrived at the hotel they didn't want to let him because there was no parking space inside. And the woman on the security at the gate asked him if he could park outside, and he got completely mad and he actually insulted her, and told her that because he was not – whatever, yes. And because he had a coloured shirt on etc. he cannot be allowed. And that she was discriminating against him and who did she think she was to stop him coming in to the hotel. And she simply tried to explain to him that there wasn't any room left, and his name was on the list, but there was no room left although we'd given them a list of VIPs who could bring their car in this limited parking. He got very upset okay, and the whole thing sort of spiralled. I went to speak to him and really to calm him down because he was due to go into the conference to speak, and he turned around to me and said, but you are mere colonial white, whatever, okay. And I said to him, [Mr Y], I think that's totally unacceptable, and I didn't do anything to cause this situation, because he said I didn't put his name on the list and I did it on purpose. I said to him, listen we're not going to talk about this now. Anyway on the Sunday evening when the conference is finished he sent me an email which was completely abusive, and I responded to him right away because I was very mad at this point, and I went back to him saying, [Mr Y], I think this is totally unacceptable behaviour. I've done nothing to deserve these comments, your behaviour during the conference to me was also unacceptable and I think that we should take this up with the board next, okay.

Monday morning at eight o'clock I received a Writ as he was suing me personally, okay, for defamation and using my email as proof of defamation. So he sued me personally, not the [my organisation] me personally with a Writ. It's Monday morning.

So I initially have to inform the chairman and the board. And there is an emergency sort of board meeting okay, and the board decides that they will have a sub-committee not the whole board to sort it out which is fine, but at the first board meeting I was also expecting 100% support for what has happened. I didn't get 100%, I got 60/70%, but there were two or three people who were saying well we need to think about [it], and blah-blah-blah-blah-blah-blah and I was saying, wait a minute, what's going on here?. Anyway there was a sub-committee, but what I'm thinking about is that what I felt at that time that there were two or three people who when it came to be challenged, they lacked the moral courage to stand up. They didn't want to have anything in the press, they said they were afraid about the reputation of the MIOD, but they were more afraid about their own reputation.

So I also learned a few things from that too. What I learned was that in a real crisis you can distinguish between those who have the courage and those who does not have it.

Story 4 – The RC Scandal- "Locking" the Directors in the Board room for a decision!

When I was at RC, and I was in charge of PR and Communication we had the Black Box scandal with [a certain airline]. s

We had to call a board meeting and I almost had to lock some of the directors in the board, because I had to go out with a press release okay. I said to them, this is the situation, the Chief Executive is in difficulty and gave them in the whole position. These are the accusations, the CEO could be arrested any minute, they could, okay. I mean they don't have actually any proof, but they could decide to and they did come to interview him. We've had three directors who already implicated in this affair and who will be arrested. Probably, I think we need their resignations, but we need a communiqué, okay. Our lawyer says 'no comment', I said, that's unacceptable. He said best to say nothing. I said, that's unacceptable, here's a draft I want you to approve it. Four of the directors wanted to leave. They didn't want to be there, they just wanted to leave –They didn't want to be part of any decision. They just wanted to run away. And I said, I am not going to lock the door, but I am going to leave you to make the decision, and I'm outside the door. And eventually they did and they approved the communiqué okay, but can you see that in those situations people literally wanted to run away. And these are big guys and so intelligent.

So I think that it is in a true crisis that you see people – and you also in a true crisis you know who your friends are. So I think these are why these things are salutary, because you know who you can count on in it, once you've been in a crisis you know who you can count on. And once you've been in a crisis you know who are the ones that will stand up and who are the ones that will fall. I think that there is always a good side to these things, but you know you have to look for the - and one door closes another one always opens.

Annex 11 Quotation Codes per story for each participant

Participant 1

Story 1 – The challenge of changing model of operations

CODE	QUOTATION
InternalDisposition_Enablers_Perseverance & Focus_Decide despite lack of support	So any change will lead to resistance of the monopoly and I would say that it is the goal of the leaders to be able to articulate the direction and to defend the idea, and to make sure that it is properly implemented despite all the resistance that they will find along the way. So can I say that courage can be defined as facing that resistance.
Trigger_Change_Organisational Changes	Several years ago where I have been working, the leaders decided several years ago that we needed to change and change pretty dramatically, despite the fact that things were working quite well actually. The model of operating in the Domestic Appliances department was changed drastically.
Trigger_Change_Courage to put into question	Courage to be able to put it into question and to re-look at it and to make changes, despite the fact that it is being successful.
Post-Event Reflection_Emotions_With hindsight it makes lots of sense	With hindsight when you look at it, it made a lot of sense. The main change that we did was to change the structure model in the sense that, we had a lot of overheads in our books and we changed the model to turn it into more of an outsourcing model. So pretty fundamental change, but it changed the structure of the company. So it made a lot of sense.
External Inhibitors_Lack of Support -	But still if I had somebody as a sort of mentor for instance, who was confident in me, then he/she could have influenced my decision. Maybe even if I was more closer to the outside market and talking to more people maybe I could have left earlier
External Inhibitors_Resistance to Change -	So any change will lead to resistance of the monopoly. When I was seeing this change happening, it's resistance to change. It takes quite a while to get used to it and to adjust yourself. But you know the thing about being part of Senior Management is that, we can have a heated debate about something, disagree about it and resisting to it

Story 2 - Leaving long-standing place of work

CODE	QUOTATION
Trigger_Change_In career	One of the cases where I thought I displayed courage was when I decided to leave XXX after eighteen years. I think I could easily have retired there and the owners would have preferred me to retire there. But I decided that I was getting experienced at XXX, but at that stage, I was giving more to the company than what the company was giving me. So I thought that it was time to move on, and I faced a lot of resistance from there.
Emotions & Feelings_Feeling of being in front of a wall	I could sense a like there's a wall. You know I felt like having a lot of apprehension even before going in because I knew what the reaction was going to be. I knew they counted a lot on me after eighteen years.
External Inhibitors_I was put on a lot of pressure to back pedal	then I was given an increase a third time. I was given a short while, like an additional week and with a lot of pressure being put on me and said, you know please revise and re-think about it and we'll talk about it in ten days, or whatever, whatever, whatever.
Rationalised Decisions_Thinking and problem Solving Skills	What they did and said did not influence me because fundamentally I thought it was the right time to leave and I wanted to live other experiences. I thought like I said before that I was giving more to the company than what the company was giving me. So in terms of experience it wasn't being fruitful for me anymore - It was time to leave.
Support From_Close Stakeholders_from family	So I think my family, especially my wife - when I told her about it and I told her why, I think she understood. And she was supportive.
External Inhibitors_Outside people were surprised	At that time when I came up with it, a lot of people were surprised. They were surprised because they thought that I would be there forever.
External Inhibitors_People in remote environment wanted to understand why	Some people were judging and telling me not exactly that no it was not the right decision but rather they wanted to understand why I am leaving.
Support From_Close Stakeholders_The closer Community understood	They would have thought that probably I would have thought about it before making my decisions yes. I think people understood - people in the same age group, for example, in my club people understood why I was leaving.
Internal Disposition_Enablers_Calculated RiskTaking_It was a calculated risk	On the risk side, the risk was that you moved from a financial and secure position and then you move out, but I knew what my abilities are, what are my qualifications, what are my stakes, maybe I didn't know about my market value.
Post-Event Outcome_Unexpected benefit of re-establishing my market value	But having done taken that decision to leave, it certainly put me on the market and it has in fact really re-established my market value, which was a big benefit out of this move. I say that because you see when I was at XXX having done eighteen years, so probably a lot of people saw me as someone who would be there forever and maybe if there are an opportunity they would not even contact me.
Emotions & Feelings_A sense of freedom was felt after the courageous act	It kind of gave me a new freedom kind of thing you know. I freed myself. At that time, I was attached there in my previous job and the way the company was being managed also, because the owners were very hands on and we had only so much lee-way that we could do.
Internal Disposition_Disablers_Barrier_Fear	Before that taking that decision, I think before it was fear because I had to climb the wall.

Trigger_Personal Challenges_A feeling of anger	During the act it was a lot of pressure and you felt like some of it not justified you know, and a bit of anger also in a sense
Sacrificing Something_Not thinking about the consequences	So at that time there was no kind of hope in terms of consequences of that decision because it was more like, I had enough and I wanted to move irrespective of what was going to happen. It was more like you know I was fed up you know I wanted to go.
Post-Event Reflection_Emotions_ sense of regret	Today, I mean when I look back at it, I don't normally regret in the sense that, okay I might have done eighteen years, maybe I overstayed at XXX, but then you know the experience that I got there was good enough. I now would be ready to get into this present job and be comfortable and to do it from day one without any problem. So to some extent it is not lost. I mean the experience that I had - and any experience in life is not lost. So and on that side it was a positive thing. So I can apply all my experience, knowledge and exposure.
Internal Disposition_Enablers_Positive & Forward-Looking_Being hopeful about the future	And also the other thing is that one needs to be hopeful about the future, because by doing it you might open other doors that you are not even aware of at this stage.
Rationalised Decisions_Thinking & problem Solving Skills	The impact this experience had on me and my leadership is that I think what it's basically saying is that when you have made a decision, once you have rationalized it in your head or made it clear, you need to go and do it. The decision was all plot in my mind, then looking at it globally you said it's time to go.
Difficult Contexts_unjustified pressure	During the act it was a lot of pressure and you felt like some of it not justified you know,

Story 3 - Preparedness to be President of a Rotary Club

CODE	QUOTATION
Internal Disposition_Enablers_Prior Experience_Prior preparation	But then at the time that I was approached, It was surely it was not a coincidence that I was reading someone who quoted that you know, leaders must be prepared, so that when they are asked to lead they can take it up and just lead. So by coincidence I was reading that when someone came back to me and I thought, yes probably I'm not ready,' but let's do it, let's take it up
Support From_Close Stakeholders_from family	Furthermore, the way the club's structure is designed - our wives get really involved in the activities of the club, so obviously one of the main partner in that decision is my wife. So I had to consult her. And she said surely you know, you might as well do it and then not wait, and if you've been asked just think of the challenge and she will be supportive
Internal Disposition_Disablers-Thought not to be ready	I thought, yes probably I'm not ready,
Internal Disposition_Enablers_Self-Consciousness_Self-awareness about taking challenges	I thought, yes probably I'm not ready,' but let's do it, let's take it up.

Post-Event Reflection_Emotions_A sense of satisfaction	the year went very well because - it went well because members work, but also because I planned the year well and I was never behind the curve kind of thing you know, because if you don't plan you will see that the year goes very fast and then you are always behind the curve and trying to catch up with the events, but if you plan you lead the event, It makes hell of a difference.

Story 4 – I wish I had had more courage to leave earlier

CODE	QUOTATION
Post-Event Reflection_Drivers_A mentor might help in taking courageous actions	But I think that if I had somebody as a mentor, maybe if I was more closer to the market - the outside market and talking to more people maybe I could have had more confidence - in strict confidence yes, yes it could have helped me to take that decision.
Internal Disposition_Enablers_Prior experience of lack of courage	I should have had the courage to leave XXX earlier specially as there was a big fight between the directors and shareholders back in 1996. I was right in the middle of it and I was also involved on the boards where decisions were being taken. When clearly you see there was conflicts. I should have had the courage of looking outside at that time. That was one instance where I could have been better outside. But this kind of act couldn't influence me to leave later, because it was well after. The fight was kind of settled because they reached an agreement and the company is going to be split. That arose in 2004 and I stayed until 2010 -
Trigger_Instability &Conflicts_Conflicts	as there was a big fight between the directors and shareholders back in 1996
Emotions & Feelings_Feeling of loneliness	you don't want to talk about it outside as all is confidential. I was alone there to take that initiative

Participant 2

Story 1

CODE	QUOTATION
Trigger_Instability & Conflicts_Political Instability	One of the previous political issue affecting my group is Madagascar's political instability. It was in 2002 when Ratsirac was in power and Ravalomane was the big challenger…Our Group were present there in distribution and we were about to pull out due to the political instability.
Rationalised Decisions_Thinking and problem Solving Skills	Then in my reflections, I say…. If we pull out now, because of an issue which we know would be resolved, but we don't know when and based on what we are experiencing there namely losses, then we can say, okay we close. But let's say in eighteen months when things are stabilized, we say let's go in again. What will then be our costs of entry? Finally we had a vote to say, okay, what do we do?

	Itwas a bit 50/50, and then the Chairman or the CEO at that time I don't remember said "no problem, if you decide to stay, that's your problem", right? And I had 5 seconds to say yes or no. I said a yes, let's take it and let's do it…. In this case we need to dismiss someone, because he has not been performing and is involved in embezzlement. So my official verbal statement "tactactac", we need to go to the police, etc. etc..
Rationalised Decisions__Decision despite uncertainties	But the decision was based on that I take the challenge. I didn't know about Madagascar, I didn't know what the hell I am taking, I don't know what to do - I've been in Madagascar many, many years ago, but I was not handling the business.
Internal Disposition_Enablers_Values & Beliefs_Internal values	I had a choice to say, okay just close it as it's not my problem. But I had to say no to this choice because I can't take the "good" decision for a group to pull out. Then I say, okay let me do it, if there is no one. So I volunteered a little bit, I don't remember. It is now my problem. In fact I believe that, sixty to seventy-five percent depends on your good self, your values. You take a course; you do soft skills training in leadership is not enough. …But, nothing will happen unless you guys - or in yourself you decide to practice, you decide to change yourself and to implement whatever you have learned. It depends a lot on the individual - his self commitment .
Internal Disposition_Enablers_Self-Consciousness_Self-awareness about taking challenges	Also I feel a leader needs to take some challenge, particularly coming back to the leadership aspect. A leader should be prepared to take challenges: challenges of his own duties and also new challenges which does not concern him which you know is for the community.
External Inhibitors_Risk was high	The implication is very, very heavy, because there was a high risk connected with debtors. There was also the risk of devaluation in Madagascar at that time…
Leadership Skills_Leadership is about taking actions	… everyone is giving his opinion, but no one wants to take the steps to say, okay let's do it. Sometimes, I will do it and, I would say, okay guys, let's do it. There it is their decision but there is no one who can voice out and to stand out and say, okay who is the 'leader' here. A leadershould walk the talk, even if it is not his/her talk.
Internal Disposition_Enablers_Emotional Balance and Control_Control one's emotion to act courageously	During that decision moment**,** I don't have any kind of emotion. … It is that you must not have any sentiment, right, even if you have a sentiment/feeling inside. You know sometimes when you have to be taking any decision, you have to feel human, you have to be emotional, you should not be stuck with emotions although I am an emotional person. And you must never show your emotion and your sentiment when you are dealing with an issue. So my official verbal statement "tactactac", we need to go to the police, etc. etc... but inside you seem like you are being a human. This guy maybe for some reason he has stolen or done some embezzlement. Maybe also he needs money or he didn't have enough money to feed his family….So this is a bit tricky, and all the time you have this type of situations. So this brings another point which is very important. A leader should be able to separate these two rationals. You have to be rational. Everyone is a human, everyone has emotion, but you need to know how to keep these distinct and

	separate.
Internal Disposition_Enablers_Values & Beliefs_Being human	… the rational is sometimes synonym to be human. Let's say someone says, I need to a loan of Rs20,000. And in the company policy the limit for someone to take a loan is Rs10,000 , right. But he asks for twenty thousand. And we have to take a decision yes or no. You can for example from your rational of helping someone else which is in deep trouble, take the decision, for which the company agrees and we give him that Rs 20,000 exceptionally on humanitarian grounds. That's it, but this you can do but not in all circumstances. The situation is a contradiction of what you have to do as a leader and what you are supposed to do as a human. So this brings another point which is very important. A leader should be able to separate these two rationals. You have to be rational. Everyone is a human, everyone has emotion, but you need to know how to keep these distinct and separate. Maybe also he needs money or he didn't have enough money to feed his family. You know all this can have happened. But I cannot take this into my final decision, you know. So this is a bit tricky, and all the time you have this type of situations.
Internal Disposition_Enablers_Positive & Forward-Looking_Being hopeful about the future	I said guys, we have to make it work, whatever decision we take, whatever we've got to do, we have to make it work and incidentally or coincidently after two months we became profitable. I think one thing also is very important: a leader should be optimist.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	you need to persevere until we reach our goal – If we cannot move anymore because the contract has been awarded, so be it. We have gone and we lost. I think one thing also is very important: a leader should be optimist.
Post-Event Reflection_Emotions_A sense of satisfaction	I must say that it is a feeling of self-satisfaction mainly and not pride. Not to be proud to just boast myself: to say that, well you cannot do that, but you know I can transform the SBU. …You have done a good job and you are happy.
Internal Disposition_Enablers_Calculated RiskTaking_Capacity to be creative and inovative	…For example, we used to sell a product, you know at this price. We could not survive because the Malagasy people are getting poor, just like the Mauritians here. So what we did was to introduce similar products from different brands overseas at a lower price. This is what I did since I retook the company.

Story 2

CODE	QUOTATION
Trigger_Change_Taking on a new responsibility	It was in 2010 when the Board wanted me to take responsibility for XYZ Bureautique. But there was a concern that if I take responsibility, a lot of our staff will just leave and this will be a problem.
External Inhibitors_Staff turn-	… So from a full time MD I came in as a part time MD for that SBU. The first thing that

over at senior management	happened was that the head of the workshop resigned. It was good because there was a lot of hanky-panky during his time. I then made one other manager responsible for two workshops. On the sales side the Senior Manager resigned one month later to go to Australia. It was both easier and harder for some people…because the manager - everyone is going. The top four people of the company left the company just like that. I never repressed anyone of them.
External Inhibitors_Organisational Politics	I was in between and I don't want to be involved in this politic. It was a very delicate situation and this is what can be said of being courageous I think. … Of course you know, when I did a few of these changes, in fact reorganising the company totally, breaking the departments, consolidating, stopping some lines etc...., it feels bad for the previous MD of course but I cannot do otherwise.
Greater Cause_Focus on institution despite pressures	I need to clean everything, I need to write off, …and probably this is part of the courageous thing, because I was doing a clean-up after someone else who is a shareholder of the company. In a way, he is the owner of the company. I think this one can you can say courage was in action.
Post-Event Reflection_Drivers_Focussing on the bigger Goal drives courage	You know what other people are saying and I stood up in a way indirectly against shareholders in a way. And in what I was doing It was sort of "you did not do your proper job". But what I was doing was in the interest of the shareholders. But being a human I can understand the feelings.
Trigger_Change_Organisational Changes	… when I did a few of these changes, in fact reorganising the company totally, breaking the departments, consolidating, stopping some lines etc...., it feels bad for the previous MD of course but I cannot do otherwise.

Participant 3

Story 1

CODE	QUOTATION
Trigger_Other Environmental Influences_Fraud & Whistleblower	There was a fraud in that Insurance Company and his boss actually told his father that he you should not say anything about this, because if you do then the company's value is going to be greatly affected.
Internal Disposition_Enablers_Values & Beliefs_Being true to oneself	but I won't feel at peace with myself.
Internal Disposition_Enablers_Self-Consciousness_Self-conviction	So for me if convictions come from inside of a person, and if that person tries to go against his or her conviction, he/she is not going to be a peaceful person within himself/herself and will always going to be frustrated…
External Inhibitors_Today Society recognises glamour instead of courage	Display of courage was probably a value or a virtue that was admired in the past. But today the whole social system has changed so much that is also impacting people because society today rewards, not people who are courageous and people of integrity. But the society rewards people who are popular, people who are glamorous.

Story 2

CODE	QUOTATION
Trigger_Other Environmental Influences_Challenging a higher authority's decision	… Government of Mauritius wanted to introduce summer time. I think it was in 2009. At that time I was the President of the Outsourcing Association. The BPO industry in Mauritius actually works the same hours as US and in the UK where most of our markets are actually, i.e. on the West Hemisphere. It is not in the East. If we had actually implemented the summer time it would have been good if our markets were Japan or China etc.... So in actual fact implementing summer time in Mauritius will mean that when the US and the UK goes into summer time, we will have to make like two hours of adjustment.
Trigger_Change_Poor Change Management	… I first saw that what the government was trying to do was not the right thing. … The government did not have any consultative approach; they just decided that this is what they are going to do. …and when I look at this, I said, okay I think this is the wrong thing to do. I mean if they had called me I would have shared with them my views about this, but that was not their approach.
Support From_Remote Stakeholders_in	So I was asked by a few people in the press what I thought about this. I shared my opinion and then a lot of people took interest in what I was saying. So I was invited

terms of interest from outside	in the radio and more press to talk about this. So that gain some momentum.
InternalDisposition_Enablers_Ownership and Independency_sense of ownership	I said that I don't think this is neither right for the industry nor for Mauritius, because I felt that even the gain that the government felt that they would achieve was going to be very, very small and disrupting an industry, and potentially damaging the future of the industry for me that was not the right thing to do. I believe that I was not only talking for myself, I was talking for the people I represented. I was convinced that even my employees here, they were kind of concerned with this, because this will disrupt their family life etc.... It could even cause them to look for another job. So for me that was more important. Yes, I wanted to take care of people I care for.
External Inhibitors_Being branded by outside stakeholders	So I was kind of branded with this summer time argument. But I believed it was the right thing to do.
External Inhibitors_Identity of Power clashing	he was almost like mocking me, like, "guy, you are wasting your time. Why are you saying all of this? I mean the decision has been made, we know that we are going to benefit, so you just need to accept it", all this with a very funny tone. I mean he was CEB. … And most of the people around him was agreeing with him.
Support From_Close Stakeholders_from family	But on the other hand, my family was supportive… even my wife also have very strong beliefs about what is justice. For everything that my wife thinks is not right, …she will react – she will not keep quiet and kind of move with the crowd…
Support From_Close Stakeholders_from family not explicit and more to understand	… my family were not telling me to be careful and not to do that, or to calm down your words or whatever… They thought that probably I was having and I had very strong views about this and they would just kind of wait and see what's going to happen. Yes, I think that maybe they were concerned as well. I am not sure, but they did not actually share their concerns. But I could see that nobody was saying "hey well done, come on do it folk". They were kind of, "okay let's see what happens here".
External Inhibitors_Risk was high	… I was thinking okay. I am doing this and the government obviously does not like me. And at that moment if tomorrow I need something even for my own company, for example that we need some support for them to intervene, how would they react to this? So I was worrying about these risks. It could be that they will just put you on their blacklist. But to me this is part of life and I mean you have to move on.
Choice_A point of no return	I went too far to come back.
Greater Cause_Interests of the larger community	… think that if what you believe is in the interest of people, then you should not be afraid of anything. In that incident, my stand was also to the benefit of the country, not only for the present but for the future. I mean that the way I saw this is that Mauritius being a very small island, our future depends on global services. It is about providing services to other countries, because our market is so restricted here, and if we implemented this measure, this could jeopardize the future of this country..
Internal Disposition_Disablers_Internal Discomfort	There are times when, because of the way I am and the way I like to operate, I feel sometimes uncomfortable in dealing with the different stakeholders in Mauritius, whether it is the government or Associations, because I feel that I'm the odd one out.

	And because of this sometimes, I tend to stay away from what is going on there.
Greater Cause_Importance of impacting lives	we were just going through the motions not really impacting lives, not doing anything that will promote Mauritius
Greater Cause_Being a role model	…I mean that at the end of the day you have to do what you believe is right. Because if I don't do this, what will my children feel about me – I think I have to be a role model. I have to be an example for my children. Now if their father is lying and doing things – on one day he says green is good, and the same day green is bad, they get confused and then I am setting the wrong signal for my children if I'm not careful here…
Paradox of lacking courage to stay and having courage to leave	But overall, I think that my behaviour was halfway between a frame of lack of courage to fight the team and transform the Association and the frame of having the courage to leave the Association.
Support From_Remote Stakeholders_Identity alignment with others	… and that is the reason I met N, because I know N also has very strong views about this, and I met a few people in Mauritius and I said, guys, I feel that there is something that we need to change in this country, because we are in a situation where the leaders in this country – leaders of banks, leaders of big companies, big corporates, they are not doing the right thing, because they are on an ego trip. Basically, they are looking only at themselves. They are not sharing things as it should be shared, and there is almost like a collusion between people who agree to disagree but don't do anything about this. And I feel that I don't want to be part of that group, I want to identify and associate with some leaders that can come together and say, guys how do we actually bring some change in this country? Yes, this is what I want to do.
Post-Event Reflection_Leadership Skills_Understanding others'fears and taking action	Because like Nelson Mandela and Mahatma Gandhi, if ultimately we can reassure people, you can say, I understand your fears, but I'm going to do something about this, and this is what we are going to do, I think at the end of the day we will be able to bring people together.
Sacrificing Something_Living with the consequences of risk-taking	.... Now they look at me or "say" they are a little scared about me, or "what is in his mind? Why is he the kind of taking a distance? Does he have a strategy or something?" But that is the price to pay because you cannot be the man who pleases all the time.
Greater Cause_Creating Synergy despite indiv Stke Holders losing glamour	When one look at country level, the people are divided because of political belief and tendencies etc... etc... etc..., but also even in the sectors of the industries today, people are also siloed in their minds. People want to prosper and want others to fail. … In Mauritius when we look at the offshore industry, we look at the outsourcing industry, we look at the IT industry, they are siloed and I think we need to talk about a global services industry, where Mauritius is branded as a place where you do global services. …. Now again this is a challenge, because a lot of people don't want this to happen, because then they are going to lose their image, their glamour whatever.

Participant 4

Story 1

CODE	QUOTATION
Trigger_Instability & Conflicts_Seeking a Mauritian Identity	We were young and we grew up just before 'Independence,'. So you know, that was part of the 'new' Mauritius coming up and we were trying to develop a Mauritian Identity,' and you had the 'old guard' that was there still controlling, and in fact that the education system was not very conducive towards making delivering a true Mauritian.
Support From_Remote Stakeholders_Collective decision/action involves peer support	… the University of Mauritius in a way took the lead among the different students organisation, re-grouped them and get them together to do the May 20, the big marching.
External Inhibitors_State of emergency regime	It was a time when there was repression, there was a time when there was 'State Security Guards.' They were everywhere, even in the University you know. You were not allowed to have public meetings. So just to have different views was difficult
External Inhibitors_Risk was high	The risk was always that you get 'labeled' - you know, lefty and MMM, and you don't get a job you know.
Leadership Skills_Using immunity facility on University campus	and using the immunity of the University we organised forums and we got B. … So it was to create a kind of 'intellectual', to make the University of Mauritius part of the 'intellectual' processing instead of just being an extension of Secondary School.
Sacrificing Something_Not thinking about the consequences	I mean all these kids who went on the bridge you know, and who were confronted by the police, knowing that the police would be there but still they went there.
Leadership Skills_Good sense to backout	Of course when they attacked us with the gas and so on you know, it made good sense to get out of there as I said, because we didn't have anything you know.
Leadership Skills_Emergence of leaders	There were many 'leaders' you know … there were different people who were trying to do different things. People were working with different groups

Story 2

CODE	QUOTATION
Trigger_Instability & Conflicts_Identity Clashes	I spoke Creole with my friends, not in the class…- in the staffroom, and also with some students who knew me…. So they would speak Creole to me and that did not please a lot of people, and they even had a meeting to say that they heard that people were saying that some teachers were talking a

	'vulgar language.'
Leadership Skills_Defending my position with sound arguments	And I was in front of Sister Ann and all of them and I said, sorry, what do you mean by vulgar language you mean that when I'm speaking Creole I am speaking vulgar? I said, sorry you know, I didn't know that for 25 years I've been vulgar with my parents, well then my parents were not vulgar, we've only spoken Creole.
Internal Disposition_Enablers_Values & Beliefs_Beliefs	Again it's our idealistic young thing continuing from May 1975 you know of those kids, who we thought that Creole language was important, that was in those days - we are talking about before 1982, 1978, 1979 and 1980 and 1981.
Post-Event Outcome_Agreement Reached & Good ending	… but for them to disagree with it; they had to show that they were racist. They could not you know, so they had to go along with it you know. And I think it was settled - I even had the kids for Independence did a play in Creole.
Greater Cause_Interests of the larger community	Again it's our idealistic young thing continuing from May 1975 you know of those kids, who we thought that Creole language was important, that was in those days - we are talking about before 1982, 1978, 1979 and 1980 and 1981. … In those days people used to speak French, when you go to a bank, the cashier would speak French to you, and there were not many banks then you know, except for State Bank they could speak creole. And you felt that a lot of people of poor background, Indian origin etc... who were not used to speak French felt small when they went to the banks. So it was to try and get the pride back to people through language. Language shouldn't be a barrier. Creole is your language, you are at ease in speaking Creole, you speak Mauritian, that's what we said you know, we speak Mauritian. …There was also a part of the Trotters Club in Port Louis in this behaviour.
External Inhibitors_Management did not like use of creole language	So they would speak Creole to me and that did not please a lot of people, and they even had a meeting to say that they heard that people were saying that some teachers were talking a 'vulgar language.' And I think that some sisters in management did not like it -

Story 3

CODE	QUOTATION
Trigger_Change_Increase of tuition Fees	We had a big occupation because when we were there you know, the fees had gone up. I was a poor student, I was not on a scholarship. Well we couldn't pay. I would have been out of University you know. So we organised a 'fees' campaign, and we occupied the office of The Vice Chancellor - the Director.
External Inhibitors_Resistance from Lord Robbins	… I remember that day, I was standing in front of the door myself with IR and we see one guy - a big guy red you know- we didn't even know who L R was, and he was you know - one leg was not Good. So the guy says, how are you? What nonsense are you doing you boys?

Immediate reply from me	I said, hey, who are you talking to boy! Who is you boy here? And I said, look here, those old colonial times are gone man. Why the hell are you talking to me as if I am your boy, you know. You are a bloody fascist talking like that you know, just because we are black skinned.
Support From-Close Stakeholders_My friend did not pull me out	At this incident my friend Iqbal did not say anything and nobody pulled me out there.
Internal Disposition_Enablers_Values & Beliefs_Not rash but based on beliefs and principles	… it's not something that you know, it's not rash. I'm sure my father might have bee worried, but like I say he might have told me, you're too stubborn, and things like that. Many of these moments like with this guy, like with Mr.Ignace, like with - even with Mr B , the decision is taken … because I believe this is right. It was based on principles and beliefs. I've been brought up like that you know, that you need to have principles you know, and you have to stick to your principles, because if you don't have principles then you don't have any direction in your life. … If you're wrong, accept you're wrong. But then if you have to pay for these principles, you accept to pay for these principles.
Internal Disposition_Enablers_Positive & Forward-Looking_Turn the page and Move On	So when I was dealing , let's say with B or with even Ignace after the event …as soon as I finished I called Sister Anne for example telling her that I will leave. You move on, you don't worry about that you know.
Internal Disposition_Enablers_Values & Beliefs_Beliefs	And with Mr.B at that time.I said, well okay, if he punishes me you know, fine, but I made my point and I stick to my point you know as It's your beliefs.
Support From_Close Stakeholders_Close person telling me to be careful due to consequences	… my father was simply telling me to be careful as if you are not careful there might be consequences but never kind of forcing me. Maybe sometimes he would say you know, you are too stubborn and you have got a character.
Internal Disposition_Enablers_Prior Experience_Upbringing from parents	My father was a teacher, and he was a very spiritual guy, not Religious, in the terms of going to the temple. Since as a kid you know, he always used to read those books like Mahatma Gandhi - you know kind of the freedom fighters and so on and you know, they were for independence and so on you know. So these values had always been there, so I think.
Post-Event Outcome_Realisation of who was the person I	And afterwards I said, who is this guy? Lord Robbins !!!

Story 4

CODE	QUOTATION
Trigger_Instability & Conflicts_Against Communalism	We were playing volleyball, and at one point, you know, we got out of the big league - well we boycotted the DODO Club, because we felt that you couldn't have Clubs based on only 'ethnic' origin. That was the time when there was a lot of tension. And we said that if we are against communalism - then if we are willing to play in a league where there are these

	people, then it's not good. But I was not a volleyball player, but I was part of the team going there.
Leadership Skills_Lots of discussions for way forward	I was not too keen on us leaving without having created another structure. Because I said, yes you leave, but then they will continue with their own things, so the DODO and RACING as well. What will happen is that Trotters will be out. … And we stayed and played in the league okay. So you know it was not an easy decision, there was a lot of discussions, many people who were not convinced, but a group of us convinced them but we didn't think about that structure. I think they made a mistake
Post-Event Reflection_Leadership Skills_We made a mistake	In times I think we made a mistake you know. Of course, that became a fact later on when R P became the Minister of Youth you know. In that small time there, they got rid of that, but the alternative structure, that did not happen at that time.
Leadership Skills__Capacity to be flexible	And it is just like the Creole language that people don't understand you know. Today when people say, oh you know, we have to teach everything to you, I say, no, at that time it was the political act, it was meant for building the nation. It's a different agenda now. If you kind of get stuck in a time-warp you know, you are finished as a country. You become like Sri Lanka or Malaysia or Madagascar, where the young generation, they are not that international. I think there is a balance to be made between how much you want to put on social/cultural issues and how much you know on making citizens to be part of (the global world).
External Inhibitors_Risk was high	There was always the risk that you get 'labeled' - you get labelled you know, lefty and MMM and you don't get a job you know. So the risk was that you don't get the job or you will be victimised and stuff likethat.
Sacrificing Something_Not thinking about the consequences	But I didn't really care you know, the fact if you believe in what you do, that is enough to address these risks.
Greater Cause_Association new way to address communalism	in 1980 you know, that was the time when there was a lot of tension. We organised in Port Louis a series of - we called forums. I don't know if you were still remember talks like "communalisme et mauricianisme" ,Communalisme et Religion" which Club Trotters were organising. …got the people from the different political parties to come like B, … Then there was someone … It was the first time I heard him. He was Bramacharya. He was really good against Souchon. The first time somebody told me about Gita and Vedas in Creole and French. And of course we had to do press conferences to tell people about it and so on…
External Inhibitors_Being discouraged in following my belief	Then one day you know, somebody you now - in fact Satish B's father I remember he said, you know, I've seen your photograph in the press… but you know, you might not get a job in government, and I remember at the time I had applied for a job in Ministry of Economic Planning, and he told me you know, you have to shave off your moustache you know, or else you know B won't take you….
Greater Cause_Focus on institution despite pressures	…I said, okay no problem. I didn't do it. And I remember also when I went to the interview and got through the interview and got the job. In fact because…
Post-Event Outcome_Got the job	… so he went on the interview the day before me.So then he told me, … the types of

anyway	questions they asking, you know. So I knew what type of questions they will ask. B was there - it was - the first time that I met B. I never knew him you know. And I got the job. And again, in fact Bafterwards let me know that what he did was he took eleven - recruited eleven people, nine of whom were recruited on merit and two were political you know. And also he did it and passed it through when his Minister Ghurburrun was not around. And so he got us in, and so put Gurburrun in a fait accompli….
Internal Disposition_Enablers_Values & Beliefs_Beliefs	And we said that if we are against communalism - then if we are willing to play in a league where there are these people, then it's not good.

Story 5

CODE	QUOTATION
Trigger_Instability & Conflicts_ Identity Differences	He became I afterwards. When he joined he was G I. He believed that everybody who was of Indian origin and had studied in India was a fool.
Trigger_Personal Challenges_Continuous harrassment	He made life very tough and very difficult. Everyday he will really harass you; it was incredible. And then one day I remember we had to prepare the plan. I had returned my share of the plan… He was my Senior Economist and I was a Economist, and then he came to me one day and said look here, where's your paper? I said, I've given it. He said, look here, do I have to come with a stick behind you to make you work?
Internal Disposition_Enablers_Emotional Balance and Control_Control one's emotion to act courageously	… I controlled myself, …I stood against the window there you know, in front of the door, and then I swore at him. I toldhimyou know [vernacular: "Monne faire ca qui enapou faire et to pas vine amerde mo fesse pou guetter qui sanne la inne faire"]. Ignace was so stunned. I gave him a shock you know, he kind of stood there, looked at me and then he walked out.
External Inhibitors_Colleague said I should not have done this	…C B , who just joined the service. And B was saying: " you shouldn't have done that, you shouldn't have done that, you know
Internal Disposition_Enablers_Self-Consciousness_Gain respect when threshold limit of harrassment exceeded	I said, you know there's a limit my friend, where you don't take any shit from anybody, you have to have people to respect you.
Sacrificing Something_Personal Stake	I thought that he would report me and kick me out,
Leadership Skills_Having a Plan B	…I called Sister A, and it has been four month since I left and said, Sister A, I'm going to come back, and she said, oh yes, no problem…
Internal Disposition_Enablers_Values & Beliefs_Being human	…you know, there was this boy there , A. had replaced me there, and then I said, no come on, you are going to kick him out just to take me, and I said, no I'll stick here.
Post-Event Outcome_The outcome is that the guy changed	He called H and N and so on, and then I said, okay Mrs.H where's the paper and Mrs H said "Mr T " and I said, "Madam I'm talking to you, I'm not talking to T. He has given his

completely	paper, well you know and he turned to me. The guy he changed completely.

Story 6

CODE	QUOTATION
Trigger_Personal Challenges_Being discriminated unfairly	...Mrs T said they went to B and said that she couldn't work on Saturdays for social reasons, so B said, okay and then B came to me and said you know, well Mrs T can't, you know, she said on that, but we'll see if we can get somebody else to come. …
External Inhibitors_Boss took my response very badly	So I mean I just told him that, and he took it very badly because
Internal Disposition_Enablers_Calculated RiskTaking_Capacity to be creative and innovative	… I never said I wouldn't work, I said I could do the work but I could do it without having to come on Saturdays. That's my thing… And I said, …I've got social obligations , I can do the work, I don't have to work on a Saturday. I can do it during the week, and I said, you know I work between 09h00 and 16h00 and I do the job you know. A lot of people waste their time talking, that's why they can't do the job.
Sacrificing Something_Living with the consequences of risk-taking	And then he told me B said you know, that you should not expect any rewards. … I said, yes, you know. I had been nominated for a scholarship at that time to go. I said, if he wants to cancel it fine, if he cancels it there's no problem, because I've got no issue with that.
Internal Disposition_Enablers_Values & Beliefs_No double standards	But you know you shouldn't have double standards. If Mrs.T can be excused, why can't I be excused? You know, but I haven't said I won't do the work you know.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	In fact, he had a meeting then, where he said, okay, Mr.T doesn't want to do that, and I said, no, I didn't say I don't want to do the job. Wong So, Deputy Director was all red, you know all the others were kind of shaking you know, because nobody stands up to B. I then walked away.
Internal Disposition_Enablers_Values & Beliefs_Doing one's work ethically and with high standards	What saved me, was that I had had an assignment to look at - I had written a paper on to review the 'tax' system in Mauritius, that was 1983 or 1984, and in that paper I'd looked up at their 'tax' Administration and had suggested also that we should go for a 'tax' cut from 75%, but I said, go from a tax cut of 75% to 45% or 40%, you know gradually, but L came and he went directly at 35% …And that was a good paper and B you know kind of saw that, okay there is matter there. He said, okay, when I gave him the paper he said if everyone of your colleague wrote such a paper you know, the Ministry of Planning will be you know…, So finally again it's the work that I did.
External Inhibitors_Lack of Support	I remember when I first joined the Ministry of Planning, one guy told me you know, half the day I had replied to three letters and that you are working too fast you can only do one letter you know. If you go like that you know you

	"pegattetravaille". There were quite a few people in the Ministry you know thinking like that.

Story 7

CODE	QUOTATION
Trigger_Personal Challenges_Boss wanted me to recommend a project which is not viable	…so they wanted me to say because I was the Program Manager, that there was a course in footwear and leather which was very good and should do it.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	…and I said, look here, if you want to get that thing through, you take your responsibility as a Director, you put it through. I'm not going to do it for you. I just told you, if you've got the 'courage', do it. He didn't have the 'courage'. And he did not do it as he wanted to get somebody else to do it for him.
Sacrificing Something_Living with the consequences of risk-taking	As I refused, he made my life totally unbearable. Now as I've told others before and this was the worst experience of my life working in that environment with him.
Leadership Skills_My Track record helped me	The problem for him was that I had already by then gone through the University of Mauritius - I was a lecturer there, and I had already been a full-bright scholar you know. I had returned so I had a certain reputation, even some members like M S and so on thought well of me you know, and had been in the Lonrho and so on you know, so he was afraid and I kind of you know
InternalDisposition_Enablers_Ownership and Independency_Sticking to the law or rules	I did my things independent you know, but I always stuck to the rules, stuck to the rules under the friendship laws, so that he couldn't do anything against me.
Leadership Skills_My Track record helped me	But he tried behind my back but he couldn't because I had all this track record-
Support From_Close Stakeholders_Close person telling me to be careful due to consequences	…When I joined IVTB everyone told me, that you are going to work with Suresh? I said, yes, what's wrong, he's a nice guy you know. You know him just be careful, he told me, put everything in the file. And we used to play soccer. His name is A I think now he is PS I think, and that's what I did, and that saved me. Everything was written, and this is what pushed me also then to apply for YYY.
Trigger_Personal Challenges_A rationalised reflection	Because I was young then, 34 I think or something like that, to be director it was quite difficult - I was just applying to get of out of IVTB. But it is like I say, either if you or the director is strong in an organisation. Now you can't fight it if the board and the director are together- because the board will be on the side of the Director. So the best thing for you is to get out you know, or else your life will be miserable, … but you know we can't rock the boat for political reasons. So I said fine I had to move on, and then I applied for YYY.

Story 8

CODE	QUOTATION
Trigger_Personal Challenges_Journalist proposed to interview me as an academic	So P came to me and said, you know, always P Y and P D you know - why don't you - I said, yes why not.
External Inhibitors_Lack of Support	… The head of school, then Mr J told me no, you don't even know him, you shouldn't do it. … I thought about it and then I told J you know I'm going to give that interview, he said, no, but that would be bad you know, people are going to talk about it and you're going to have a problem you know. I said, but J if you are in the University you know …
Internal Disposition_Enablers_Calculated RiskTaking_Capacity to be creative and innovative	I didn't even bother you know, but now that I'm at the University, if an Academic can't give you his views, what's the point of having the University you know. I said I'm going and I'll give interview.
Difficult Contexts_Interview was critical of the government	I gave the interview and I was critical of the MMM because P asked me the question, do you think that MMM betrayed - something like that - I said, look here, if MMM had told us that they wanted to have power to implement the structural adjustment program, then what's the point of having them? We could have continued it with the other. They were voted in power because they sold a dream to us and they had alternative plans for self-reliance and all that. But then when it came to power- we realised that they didn't.
Post-Event Outcome_Positive after the press interview	And GA whom I didn't know me at that time, when he wrote the "chapaud" he said, "voila quelqu'un qui n'a pas de paroisse a defendre", which I thought was very good.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	I told JD that you know, I said, you were editor in chief of the Militant , maybe you don't remember, but I gave that interview and this is what GA wrote. I don't belong to any party; I don't have a card for Labour or MMM or any other party you know. I've never been to any private meeting, never done any kind of these political stuff, and why would I boycott the YYY- I would be the CEO of the YYY and I would boycott it? I must be very stupid to shoot myself in the leg. … Then he had to go to the cabinet, and then on Saturday morning he called me himself and said you know "j'ai tranche". But JM told me to write a letter to B, explaining to him that I am not getting anything out of this because he said PN has done a dirty work. But for me that was a bit of a turning point. So I was not afraid of anything when I've been there. Like somebody said, half the cabinet hated my guts, I said, if they hate my guts, that I'm stupid enough to do my job, who cares you know, so then I have done something right in the way that I've been doing.
External Inhibitors_Friends support was nil	Later, I said to RP that he sat on the fence. RP told them I was lazy. RP said I told them because you were lazy at University. I said, have you seen me since I've left University? Because we were together at University and so? And then I learned afterwards others who were against in cabinet, and it was said I was , "Grand Nation" , related to B, but what is worse is when I learnt, who said it? It was PN

	and KR who said this. KR and we were at the University. I thought of him as a friend and when i got married it was only him and RS, that were the only two politicians I invited to my wedding. I heard what he had said that through YS. The latter said, oh you are not on good terms with KR. I said KR no, he's a good friend, and then he said, oh, okay no problem, you know, but I learned afterwards that they were against me.
Support From_Remote Stakeholders_From unexpected persons	He said: I'd like to see that guy who said because you are related to me you shouldn't get it, you know I want to slap him, he said. He added Don't worry I've already spoken with the prime minister and there's no issue. But from that moment for me I said, okay if the Prime Minister of the country you know, perhaps in spite of opposition from him and others you've been appointed, I couldn't care less about anything or anybody.
Internal Disposition_Enablers_Values & Beliefs_Being ethical	As soon as I got into the job, MD calls me and says,you know the wife of my bodyguard has applied. …, he talks to me on the phone, "Participant, voussavez" - French you know, I said yes' I said, okay then I went quiet then he says, are you going to take him? I said, no. Why? he asked I said, well you know she's not qualified, I've looked at it, I've got about 120 applicants and she doesn't meet the basic qualification. It's very difficult for me to take her, then he says, okay then see what you can do. I say, okay I'll see what I can do. In fact, at that time I didn't know that he actually had spoken against me before. I went to JD and I said, look here, your ministers are calling me, is that normal? Am I going to take their call … and he says, okay, you know you just listen to them, don't do anything, I will deal with it. I think he dealt with it because then nobody called. Everybody stopped calling, except PN….
Support From_Close Stakeholders_from a friend	In fact, he went and told B in a meeting … that I was trying to do that merger quickly, because I was going to get a "pactole". And the person who defended me there was JM. We had worked together as friends in the Loreto Convent and we were on good terms, and he knows me. And you know, he told S are you putting in doubt the integrity of N? Then S said no I'm not going against. And S came, because at one point you know with all the "casteiste" thing that were going on, they wanted to get me out of chairman of that committee.
Internal Disposition_Enablers_Values & Beliefs_Principles	Then I told K, I said, look here minister, you appointed me to be the chairman of this committee. Now I hear the advisor from the Prime Minister coming and telling me that the Prime Minister would like to see me step down as Chairman, now I don't know whether the Prime Minister had told him that or not. Now the advisor in front of everybody - and the advisor coming and telling me that I should step down, I don't give a damn about it because I don't know whether it's true of false. You appointed me, now if you tell me to step down, I step down, but I won't step down on hearsay. Ksay, no, no "correcte". S said No I did not say that. I say S either you are saying what the Prime Minister has said, but if you are interpreting what he said then you know, I don't go into that
Sacrificing Something_Personal Stake	Okay there are costs to it, because you know when I was at NPCC you know, you have to take pressure and you get the anxiety you know.
Internal Disposition_Enablers_Self-Consciousness_No fear or Control of the fear	So I was not afraid of anything when I've been there.
Internal Disposition_Enablers_Values &	But the thing is always at the end of the day like I told all my staff is you know,

Beliefs_Being true to oneself	either you have a principle, you stick to it and you stick to the truth and you can always defend yourself.

Story 9

CODE	QUOTATION
Trigger_Other Environmental Influences_New Permanent Secretary intendingto force a recruitment	… had just come as Permanent Secretary of the Ministry of Industry. He believed that, you could boss all around all directors, now he didn't know YYY and he didn't know me…he wants to take somebody, we had an interview panel and there was a tamil girl and he wants to recruit that girl?
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	…The latter said look here, I go with what the Director says. Others were saying, no but you know this lady, and I made my case and I said, this is why I don't want her. I said, this is what I wanted, then discussion after discussion. MV said, okay, I can understand why you want a Statistician. Finally, they changed and he had to give in.
Internal Disposition_Enablers_Values & Beliefs_Exercising moral courage	…he said, okay but next time I would like to have a very transparent criteria. And I said, sorry what do you mean by transparent - do you mean what I'm doing now is not transparent. GC says, oh no come on you know, I said, no, sorry the Perm Sec has said that the criteria were not transparent. Let him say what he would have liked to see.' He said, no, you have given marks. I said, here are our marks, it's all been given, so you haven't even read your paper, you know. And so he had a "dent" against me.
Internal Disposition_Enablers_Values & Beliefs_Beliefs	I was against it, because I wanted a Statistician. I didn't want an economist, and he fought, I fought and I said no. Initially only George has challenged:
Sacrificing Something_Living with the consequences of risk-taking	…However, later on I remember one thing when I was in Haiti, OR, my Deputy calls me four o'çlock in the morning. I was out so the budget was passing and Mr R was threatening to cut the budget. I tell OR look here, why did you bother me about that, okay we were asking for 15 (fifteen) Million, tell him he can cut everything except for 3 (three) Million we should cover the rent and our wages, because then you can cut everything else, that's no problem. When I came back we had our full budget. He was just trying to play difficult. …

Participant 5

Story 1

CODES	QUOTATION

Trigger_Instability & Conflicts_Community Unrest	It was a difficult situation as we had not experienced students unrest for a long time
Unexpected External Pressure pushes courageous behaviour	If I am not mistaken the Government were forced to call the police in on the campus. The UoM didn't take the decision. I think it was the government who took the decision.
Leadership Skills_Weak formal Leader drives courageous leader emergence	the "Baron" we called him was relatively weak and that is why I think SL had to emerge as the 'leader' to take the tough decision.
Leadership Skills_Formal Authority helps courageous behaviour	He was not really facing any kind of counter suggestions or resistance during that meeting. We were all accepting what he was saying
Support From_Remote Stakeholders_Followers were expecting and supporting the leader to take the tough decision	we expected him - we expected somebody to take that decision.
InternalDisposition_Enablers_Ownership and Independency_Independency of the institution	This is an institution which is independent and why should the police come and block our campus and if we can't handle it we will tell them. So he took the decision that, no, this is University property, this is not public property this is our property, and let us deal with it And the way he dealt with the institution as an institution and not as a government body, I thought that required 'courage,'
Emotions & Feelings_Calmness	the calmness and the 'courage' with which he dealt with the situation, I thought it was quite admirable.
Post-Event Reflection_Importance of courage in leadership_He had courage to do what he did	Now that I think of it he must have had 'courage' to do that I can't remember all of the details, but now that you asked whether 'courage' can play a role, I think it can, because you have to be 'courageous.'

Story 2

CODES	QUOTATION
Difficult Contexts_ethnic differences	a tamil lady lecturer, whose one of her students was a Muslim. I think the latter said something during the class which was insulting to the tamil lady lecturer.
Trigger_Instability & Conflicts_Identity Clashes	And she got very annoyed and very upset, and you know it was dealt with at the faculty level, and finally the muslim student had to apologise because it was wrong what he said. But the lady lecturer was not satisfied as for her this is too serious
Trigger_Instability & Conflicts_Context of multi-racial society	And then it became communal literally and that me being a person of muslim faith I am not taking the right decision. We did a press report about it, and there were letters in the press as well that I am protecting him because the student is a Muslim -…even saying that I am the uncle of the boy.
External Inhibitors_Physical and Verbal Assault	A group of about five or six people from Voice of Hindu (a pressure group) came up, they were making a lot of noise and shouting and all the rest.
InternalDisposition_Enablers_Ownership and Independency_Independency of the institution	but I agree with that stand. I'm not a Muslim, I'm a Hindu and whatever stand has been taken at the University is correct and they have a way of dealing with it at the University, and … this is barbarous way of doing it, coming up and wanting to see
Leadership Skills_Gender Implications may facilitate courage	My secretary told me that "you know what SG did? She said that I'm a Hindu and you are from the Voice of Hindu. If you want to go through that door and do whatever you want to do, you have to go through me, and the first thing you have to do is to remove my "Teeluck" [vernacular] here. Do you have the courage to do that? Now the 'courage' of that woman because all of them were around six men and to face these men and convince them that what you are doing is wrong, and get out of here and they did, and very soon after, it all fizzled out. But that was a frightening moment.
Emotions & Feelings_Fear	People around us were afraid of what was going to happen, these people could barge the door, they could do anything and - I don't think they would have done anything, they would have come and spoken very hard, loudly to me.

Internal Disposition_Enablers_Self-Consciousness_Self-conviction	And again for me it is about conviction, she knew that what she was saying was right.
Post-Event Reflection_Drivers_Belief in the independency of the institution	Again believing in the institution, the same qualities of believing in the institution which I related earlier.
Post-Event Outcome_The verbal assault fizzled out	they did, and very soon after, it all fizzled out. But that was a frightening moment.

Story 3

CODE	QUOTATION
External Inhibitors_Difficult personality	That lady who was a Ghanian was a very difficult lady and this explains partly this difficult situation which emerged.
Support From_Close Stakeholders_From close community	The Director of Research who was her immediate boss clearly said that this is not possible as how can I control her work if she is not answerable to me and she is answerable to ADEA. So I had some internal support.
InternalDisposition_Enablers_Ownership and Independency_My Organization above all	I looked at it essentially from my organization (AAU) point of view and this was unacceptable.
External Inhibitors_Resistance Coalition from immediate internal environment	She even managed to rally other staff around her and those staff who wanted the change and were saying that this does not make any difference as she will do the work as she has been doing, that she is hardworking and that will not make any difference to you and through this agreement AAU is receiving a lot of money. They were coming and probably prompted by that lady to go and talk to me and convince me that work will continue as usual and that she wanted a better salary. And I could not agree.
Internal Disposition_Enablers_Values & Beliefs_Principles	It was a question of principle and "it cannot be and it could not be" I did tell her that it is not a question of personality and that it is a question of principle and that we just cannot function according to that new formula and we need to accept it. So in a way the "courage" was diluted by abiding to a principle.
Difficult Contexts_International Context implications	This was an issue involving two major organizations on the continent of Africa: AAU and ADEA. So it was extremely difficult.
External Inhibitors_Risk was high	Not accepting the change would have meant giving up that unit, … as well as a reduction of work because ADEA was bringing to AAU a lot of work. AAU is not a rich organization and it depends a lot on external funding and donors. So losing that and the side-effect of the lady saying everywhere "I have been thrown out by the AAU" have to be well managed. During that time there were indeed risks associated with that decision. There was a risk of losing a substantial amount of money. ADEA is an important organization and getting them on our back is not easy. So there were lots of negative effects and we had to weigh the pros and cons.

External Inhibitors_Support above was not obvious	I talked to my President who was a Nigerian and he said we have to look at all the aspects and we cannot alienate ADEA because they are giving quite some significant amount of money which AAU benefit from, etc…
Support From_Remote Stakeholders_Higher level support finally obtained Sacrificing something	So the issue finally went to the Board and the Board agreed not to accept the new terms.
Sacrificing Something_Heavy consequences	It was a painful decision to remove that unit which has been there for many years. It went out. So it was not an easy decision.
Trigger_Change_Organisational Changes	While I was there the time for renewal of the understanding/agreement came up and ADEA wanted to change the terms of the agreement therefore insisting that the lady does not follow the rules and regulations and conditions of employment of AAU but that of ADEA. They were adamant that this is the only formula they will accept and whatever contract that existed in the past is over.
Post-Event Outcome_relationship was preserved	Today each one (The lady and I) remains on our stand. I do some work for ADEA. She gives me some work and I do it for ADEA. It is not a problem and she understood that it was the principle and that I had to stand by a principle and I could not do otherwise.

Participant 6

Story 1

CODE	QUOTATION
Internal Disposition_Enablers_Prior Experience_Prior preparation	I was the "blue-eyed boy, the up and coming managers, but I decided to leave my manager's job at Bata Shoe company to help my father's business. And in fact at that time I attended a lot of Management courses, Shoe technology. I had to travel a lot too, …In fact I climbed the ladder at Bata Shoes: I did all the job position that need to be done, that need to be done in a big organisation, shop managers, and then there was administration department and then you know, I was responsible for the merchandising. …just afterwards then I parallel I had to take charge of the project management for the setting up of the first Shoe Factory in Mauritius.... There were125 people working at that time. But somehow, if you have the character and you get yourself ready for that – so whenever there's an opportunity you are ready and you can grab it. Sometimes people say, well, I could have done this, I could have this but were you prepared for that? So that's why you must ALL the time be prepared for any opportunity.
Internal Disposition_Enablers_Prior Experience_Prior Painful experience	When I look at this incident today as I said you know you need to go through a lot of painful experience through out to have a strong mettle. Why do people sometimes don't have the Courage to go ahead, because it is painful. This is

	something which I will never stop saying.
Emotions & Feelings_A feeling of respect for another person	So I left …My father was a very, very hardworking, like all you know at that time. But they uses a lot of the mind you see and despite the modest regime, somehow they – they never, never, you know, failed to invest in the education of their children.
Rationalised Decisions_Thinking and problem Solving Skills	… My father was over trading and then he was trying to do too much… He was in the bakery business at Beau Bassin you know, and then well when I heard that he wanted to close the business because somehow he didn't see the cash flow. You know, that was over trading you know. At one point, so he decided to sell the business. And there was nobody, my other brothers was too young and my elder brother was studying Accountancy in the UK. So I had somehow, you know, I decided at some point, well if my father is going to sell the business, then everybody will finish suffering – and then I decided to come and help my father you know. **Then, I said well I think if I am so good for Bata well why should I not go and help my father and then afterwards do my own business, you know, and soon I will reap the benefit of my own labour. I say if I am good for Bata, why can't I be good for my father.**
InternalDisposition_Enablers_Perseverance & Focus_Decide despite lack of support	And then I remember very well that my wife wasn't too happy about that. Of course some of my best friends said that I must be foolish, and then the Manager of Bata, Mr B came to see me… So he was saying you left there to come and put yourself in flour. Then I said to him – deep inside me, I had to serve the family – I had a serious duty – So then people don't approve what I am doing. Are you getting money there they say? Do you think your father will be able...I said I don't mind because otherwise I won't feel good inside to let that business go and then to see maybe my younger brother not be able to study.
Internal Disposition_Enablers_Values & Beliefs_Passion and Enthusiasm	Of course for all of this to work you must have the enthusiasm to do it, the passion to do it, because when you have a passion for things, just like – well I will tell you later on how I came into the book business.
Internal Disposition_Enablers_Values & Beliefs_Influence of Culture	My father, being a Chinese from China had a typical personality of a Chinese at that time was not very expressive. … For them you know, it's a duty. You have to sacrifice somehow you know and then don't forget that in the Chinese culture face saving is very important …That's why when we do a job, we don't want to fail there. One must be doing such a good work beyond reproach– this is something in the culture. Face saving is winning the race and secondly it's about preserving one's self-esteem. Today if the youngsters when they hear bad words about them they don't care. But for me if I do something, you do it well so that you don't have to get any reproach from them. Of course you might make an error somewhere. Then you are so sorry and embarrassed …So what according to me to take that courageous decision, well basically there's culture beside this…
Sacrificing Something_Personal Stake	For them you know, it's a duty. You have to sacrifice somehow you know and then don't forget that in the Chinese culture face saving is very important – Saving

	one's image.
Support From_Close Stakeholders_Unexpressed Support	Then when I join my father's business, my father was probably deep inside himself, saying, well at least now he has got someone, his son giving him a help. He didn't say anything, But I know.
InternalDisposition_Enablers_Perseverance & Focus_Decide despite lack of support	At that time my friends were telling me you should not do that, you should not abandon your previous job. I said no. …I told them that in spite of all the difficulties they will call it – for me it was difficult and it was (not) a question of downgrading my social status as a director of Bata.
Internal Disposition_Enablers_Prior Experience_Upbringing from parents	My father was never telling me like this, you know, it's not the job who is going to dignify you, it's you who's going to dignify the job. So, thereon people can say anything they like, But of course, you can hear and you can listen, but then at the end of the day it's you who's go to take the decision. It's you who's going to live with your new realities. …At times at 2/3 O'clock in the morning he is walking around and not sleeping, maybe the bank is pressurising him or something. it's painful. So I remember my father telling me that, if at a young age you don't work hard, you will wait when you are an old man?
Sacrificing Something_Living with the consequences of risk-taking	…when you talk to yourself it is a risk. …but the thing is, can you live with that? If you can say, well I can live with that, even if they can say that I am a "patissier" or I am whatever he does, I know what I'm doing, you know.
InternalDisposition_Enablers_Perseverance & Focus_Luck	When I look at the decision now, I say it was a wise decision as well as I think that sometimes besides you must have some luck some chance, I think so, because you can't really foresee how things will unveil.
Internal Disposition_Enablers_Prior Experience_Difficult decisions become normal	Now I realise it because you see if right at the beginning you start getting used to doing painful things after some time it becomes something normal. What is difficult for others becomes easy for you. In fact it is because of that, that a lot of people don't have the courage to go ahead.
Internal Disposition_Disablers_Barrier_Fear	Well the fear of course is present. The Courage is how to overcome the fear, because someone who has no fear is someone very irresponsible. .. I think it's a normal thing to have fear. So if there's no risk, no fear and therefore there's no pain. No risk, no gain no pain. But of course I have lived it in my fibre, you see. It is not just a concept. I've gone through that.
Trigger_Other Environmental Influences_Close person facing intense difficulty affecting surrounding persons	At one point, so he decided to sell the business. And there was nobody, my other brothers was too young and my elder brother was studying Accountancy in the UK. …I decided at some point, well if my father is going to sell the business, then everybody will finish suffering – and then I decided to come and help my father you know.

Story 2

CODE	QUOTATION
Internal Disposition_Enablers_Prior Experience_Prior preparation	Since I like reading you know, and then having travelled a lot you know when I was in Bata, so each time when I come back, you know, I come back with a bag full of books. When I look around at that time there was Le Trefles, but they are not the proper Book Stores you know. So, but the good thing is that I had already done my feasibility study during that time I was in Bata. The figures were in my drawer. Every now and then you record certain figures. When I get more and more, information, I was updating it. So it's a project which dates back to 1967/1968. You see I feel that when you're always prepared, and when you talk around with some of your friends and you know what you want to do then things happen. So it's through a fully common friend that RL was introduced to me and phoned me asking me to come to see him at his office. He wanted to check whether I am ready to do that business of book shop. And at that time I was not in the book business and the guy know that and was probably saying what this fool know about book business? He is in food. What does he know in books. However, I was convincing enough to explain to him what I am doing but then you know he wanted to give me only 800 square feet and not more. I say no I say you give me 3 000 square feet or nothing. He says can you pay? I answered whether I can pay or not, but this is what the business needs, and I want to have a state of the art in the business. Furthermore, you must ALL the time be prepared for any opportunity. Sometimes people have got a lot of opportunities but they are not prepared and they can't grab them. Just like for example in the book business, there are so many shopping malls open, why do those people come and see me, because I'll help them through our mettle. … You need to learn every day. For me this is a never ending process. You cannot say today I will see– in fact when I receive some of my friends at home you know… so sometimes I have to leave earlier so they tell me you know, don't work too hard, I say, no, I'm not working, I'm going to play.
Rationalised Decisions_Thinking rationally is painful	But still the dream was there you know, that you must try to realise that dream. So you must start doing some thinking. Thinking is the very important thing, because thinking is painful. Sometimes we think only that limited part and people don't go beyond – and it is difficult.
Internal Disposition_Enablers_Prior Experience_Credibility	There are many shopping malls now and this is the stand I have to take. To some when I tell them I am closing, they say, don't do that because if you pull out, this will have a domino effect and all will pull out..
Internal Disposition_Enablers_Values & Beliefs_Passion and Enthusiasm	However, if you don't have the enthusiasm how do they will give you the financial support easily. So what made me take the decision to move in Book business is the passion, and the belief But you won't make it successful if at the end of the day you don't have that passion. This story is about my passion for reading you know which I acquired since I was

	at Royal College Port-Louis you know. Since I like reading you know, and then having travelled a lot you know when I was in Bata, so each time when I come back, you know, I come back with a bag full of books. When I look around at that time there was Le Trefles, but they are not the proper Book Stores you know.
External Inhibitors_Risk is mostly financial	So the risk involved, the courageous part in that decision was mainly financial in this. This applies to any business and also if you get married it is financial. This is because if you get divorced you have to pay. Everything will boil down to figures. Without figures you won't make it.
Rationalised Decisions_Thinking and problem Solving Skills	Also we should not forget that market, it is the market condition that prompted me to go ahead because there was no decent book shop at that time. …There was a risk in keeping that business/feasibility plan for years in the drawer, but the thing is it is not something that you make a lot of money. If it was something that make you a lot of money, you will find a lot of shops growing as mushrooms. That's one reason and secondly it's not like any other small business, you need a lot of intellectual capital to put in this. So not everybody can get into this kind of business.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	And (when) you know what you want to do then things happen. In fact I was on the point of abandoning on the third year. The commitment was for a rent every year. I said to RL the Caudan Development Property Manager that I am not agreeable to pay. You are looking for a rent every year while I am struggling to get the business ongoing. Fortunately, the guy is sensible. Hats off to him. They understood.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	… However, I was convincing enough to explain to him what I am doing but then you know he wanted to give me only 800 square feet and not more. I say no I say you give me 3 000 square feet or nothing. He says can you pay? I answered whether I can pay or not, but this is what the business needs, and I want to have a state of the art in the business.

Participant 7

Story 1

CODE	QUOTATION
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	In fact, it was in such a way that we had to lose money in order to get into that market. That took a lot of courage because I had to take the company to an extent where it could have been a total loss or anything. This is why I meant I'm focused. …obviously there was a lot of politics behind, right because I was the first private ISP and the government will listen to MT more, So, it took me around two years to get Information Communication and Telecommunication Authority (ICTA) and the government to understand what was the purpose of a new ISP.

	…and at one time we even wrote to the Prime Minister. That was with internet. We said we are going to get out of the business because …the government is not doing anything to change things and …. He didn't speak to me directly but he sent somebody to say, don't do this wait because they were going to do something, but then even that it took three months before actions happened.
Sacrificing Something_Personal Stake	We got there in the end, but after having lost quite a lot of money. In fact my partner who was with me left because he couldn't take the risk, and he couldn't take the blow ….
InternalDisposition_Enablers_Ownership and Independency_sense of ownership	At one point in time we had a lot of problems with the banks, and then I had to put all my personal assets on guarantee with the bank.
External Inhibitors_Support above was not obvious	only one bank who understood the business was the MCB and that also depending upon the Account Manager. So the Account Manager who was there called me and said, okay, send me your business plan. …and he said, just give me one week, I'll come back to you. Within one week he has read the report, he has read everything, he came back to me and said, I've got no issue to finance you. …We worked with them, we are still working with the same person and he understood the business. … She had never said no whenever I had said, okay we'll have to give our assets to the bank. She never said no. Because I've explained to her and said, all this that we've done is for working, right, you work, okay you've got a house and now because of work you need this house, so – but there is a little bit of reluctance because you know how ladies are. They are always thinking of the children…There was one situation in one year when my daughter was going for her higher studies and there was a risk that there was a problem – I think it was the same period at that time. And then … she said, but what do we do and she started crying in the car, because she heard people saying, you know, they could close the business down.So I said to her, don't listen to people, I'm telling you that there is no risk, no problem, she will go for higher studies and there's no problem. … I told her forget them, I'm telling you I know my business better than them, right, and this is exactly what happened
Difficult Contexts_Bad timing to put pressure	… I felt very bad about what happened on a Friday afternoon in 2006.I still remember right, and a French guy from MT came out of the blue and said, your company, you owe me 14 Million Rupees. I said, where does that come from? So he said you've got to sign on. They called me in the meeting at 19:00pm on a Friday afternoon. They were just trying to put pressure on me. And they say if I don't sign they're going to cut all the Interconnect Agreement by the weekend, and you know in those days if you cut all the telephone lines, you're dead…
Leadership Skills_Taking immediate actions to mitigate damages	So I was put into a "fait accompli" and I said I disagree with this, because I don't have any record that I owe you, but what I would say, if you are insisting this is it, we will sign this on the condition that there is an audit which is done in order to prove all these figures. … Right, over and above what they did, they said, they want a bank guarantee of 10 Million Rupees for the business that you're doing. I couldn't raise a bank guarantee for them, right, so I went to the bank, the State Bank and this is when they refused..and this is when I went with MCB and MCB raised it. So the bank guarantee was given to them but it wasn't used for long though, and we went. In fact, I had to go and do a Writ of Injunction against MT so that they don't cut our lines. … That was what happened on Friday. On Monday a Writ of Injunction was issued against them, and they were shocked because we

	entered the case in the same day and the judge said yes.
Emotions & Feelings_Calmness	It was hard for me that Friday because, you know, it was on my birthday and I had people at home. I obviously came late … and I didn't say anything –… and we carried on as if nothing has happened. Only one or two persons which I informed and then on Monday morning it was just with the lawyers and finance issues being sorted out.
Support From_Close Stakeholders_from family	…Then a couple of years afterwards she said, okay, I've had enough with government now and I want to join the business .She's working, she's the MD now, I'm doing the Executive Chairman. … So she believes in the business definitely… And one day she said okay now there's a point there should be a stop to this, right and she went to see the then Minister of Finance because she was working in Ministry of Finance without me knowing. So she said to Minister, listen this business is employing 200 people directly and indirectly, many families living on it. It's a business doing over 200 Million Rupees turnover, right, it's not because of MT that you're going to close this business right, these are the things, this is what's happening and it's impossible that you let it happen. The Minister listened to her – and said, okay, you came to see me on a Friday afternoon. I can't do anything at this time. She said, it doesn't matter I just wanted to tell you this is what's happening, …and then she came back home and then she said okay, I went to see the Minister of finance. I said what is it? And she's always like this, you know, when she puts in her mind she wants to do something if I disagree, right, and if she believes in it she will go and do it. .. …. No, I was never, never discouraged by my wife. On the contrary when I was discouraged she would boost up the mood, and say, no you can't give up, you can't give up… So after a year my wife says, I think it's about time for me to leave the job where I am. I said yes, but what do you want to do? She said, no, I'll come and work for you. I said, are you sure? …But I had a lot of support from my brothers. They understood the business and they said, okay we'll support you as far as we can….
Rationalised Decisions_Thinking and problem Solving Skills	… You're leaving a job in the government which you have done, I don't know, for 30 years, whatever, you've done that, so leaving that job cannot be my decision, it has to be your decision…. Go and talk to your friends, go and talk to your brother-in-laws or whatever it is and check whether you are doing the right thing or not. …I don't know the future, right. You've got a stable job and … you are independent, right. So she said, okay, right and she talked to friends whatever it is, came back and said, my decision is made – I'm going.
Internal Disposition_Enablers_Positive & Forward-Looking_Being hopeful about the future	You know there was a point when we were going through a lot of difficulties financially…. There was a point in time when we were not getting enough money on the Telecom business, because price has gone down … and the business depended on the bank, whether the bank was going to honour the cheques or not honour the cheques. On the day you are coming to work you say, okay the bank will receive the cheque and I don't know what's going to happen. So that was a

	time where you sort of say, okay, whatever happens…
Internal Disposition_Enablers_Prior Experience_Prior preparation	…But it takes a lot of pressure also, you know. Instead of doing a monthly cash flow or a yearly cash flow you end up doing weekly cash flow managed on a daily basis: what's happening, what's not happening, right? … … We were very fast to react; we got our license in November – October/November of 2003. In January 2004 we were up and running, right – because the deals were already agreed with operators and we had already brought in the equipment. I followed the business for quite a time, I knew what was happening. So I did all this …and that was a shock. In the same year we had a lot of advertising, a lot of marketing and we picked up quite a lot of business and this is in their way.
Rationalised Decisions__Decision despite uncertainties	.. For me as a business man, I said okay it's an open market we're going to fight them, we're going to take the business however we can, right, but the way MT reacted to us was a bit harsh and it takes time to discover what they were doing. Government did not tell that when you buy a license you take this and this is what is going to happen
External Inhibitors_Lack of Support	So we got out of it but I must say we didn't have a lot of support from friends. They never said don't do that. They say Okay you're doing something, great and – but you won't be able to beat MT because they always have the support of the government. …
Greater Cause_Interests of the larger community	…I'm not materialist so it's not something that I said okay I've got, I can't afford to lose it, right. So I was fighting for a cause – …, I was fighting to liberalize the ISP, liberalize the Telecommunication in general – in fact through my act there have been a lot of things which have been done. Other businesses have followed and gained…..In fact, I went to one minister one day and I said okay, I want you to do this. He said, how are you going to benefit from this? I said, okay, I don't talk about me. I said, the industry is going to get this and this. He said, if I do this, you're not the only person who is going to get? I said, yes, it's going to be for everybody. He said, is that what you want? I said, yes, and this is what he did, right, because you know you fight from an institution point of view. This is when I was President of OTAM, and when you fight from an institution point of view then you forget about your business, because you're fighting for the industry. …
Post-Event Reflection_Emotions_ sense of regret	…I don't regret the model which we have chosen. I've taken people and I have trained them to become managers. … You have to give them the opportunity. But I don't regret it in such a way because people that you take from the bottom, train them to be where they are, they are loyal to you….
Post-Event Reflection_Emotions_A sense of satisfaction	I've got one guy here who looks after the operations, and when he talks to you he says, my data-centre and he says, nobody will touch my server, right, okay these types of things, but they've built these since the beginning. But sometimes you evaluate people with pride also – engineers with pride – professional people – you evaluate them for papers, but in practice they don't do the same thing. Yes, but then the advantage, if for example you have taken good people whom you could trust and could build up, you would have probably grown faster.
Sacrificing Something_Living with the	…and accepting the outcome whatever it will be….

consequences of risk-taking	So that was a time where you sort of say, okay, whatever happens, happens, if the bank refuses the cheque that will go to MT, that will go to whoever it is and these people will sue you etcetera, okay.
InternalDisposition_Enablers_Perseverance & Focus_Luck	…So in a way what makes me shift the decision not to give up was luck…

Story 2

CODE	QUOTATION
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	This experience again has do with the focus, what you need to do, right. Around in 2000, we bought an ERP package from India for our own use .And then with a lot of difficulties the system still did not work…So I said okay we scrap this and we started developing our own accounting package. When we started the ISP there was a lot of calls you know, complaints about service because you are talking to 100 customers at one go. I still remember in those days we were still writing on paper you know, the complaints of each one and then to tackle the complaints and to make sure that we have attended to it. And then … I said okay let's develop a CRM package internally. …A case, ticket and all these things was being followed without problems. So I said, okay now let's revamp this, to make this into a package to do a lot of things. We started to do quotations, we started to do stock, today it's a full-fledged ERP package which we are using internally and we have started to sell, about two years ago.
Trigger_Other Environmental Influences_Something not working as expected	This experience again has do with the focus, what you need to do, right. Around in 2000, we bought an ERP package from India for our own use .And then with a lot of difficulties the system still did not work. The guy came in, tried to do things here and there and it didn't work, and the support was zero, right. So I said okay we scrap this and we started developing our own accounting package.

Story 3

CODE	QUOTATION
Internal Disposition_Disablers_Over-rationalising	I think that there is a time when I think I should have had more courage. I've had a lot of opportunities when people from outside came in, right – from India, from France they came in and they said, they would like to do a joint-venture with us. …but then one of the things that I asked them – I didn't need the money then, right, so I said, okay whenever you take a partner in the business the partner must have something to bring. Right, so I started to ask them, what is it different that you can do that we are not doing today? That company in France could not give me anything first instance. They were doing the same thing that we do, but they were doing it at a different level, right, but with hindsight probably yes they had something to offer which was International

	exposure, right, but they didn't know how to put this forward. So then I didn't say no. I said okay, we'll see but then it dies out like this like this. …

Story 4

CODE	QUOTATION
Internal Disposition_Disablers_Lack of preparation	But however, one thing which I probably regret is I had the opportunity to go and build up a software company in India because you had a lot of Human resource there but I hesitated. It was because of the goal of how to control these people there. In order to do it you'll have to do a lot of travelling. So probably that I was not prepared, right, but if I had supportive staff I would have done it, right, but probably I should have initiated something.

Story 5

CODE	QUOTATION
Internal Disposition_Disablers_Lack of preparation	It was in 2001/2002. I started something in Mozambique. In fact we developed quite a big system for an electricity company for the government. We did a stock and procurement management system for them, right, and it works quite well. But then I had opportunities also to develop in Mozambique in those days which I didn't do through lack of Courage or probably lack of resource, lack of people … because I was doing too many things. I said, if I'm there then I will have to neglect something somewhere here. … I had to back out….

Participant 8

Story 1

CODE	QUOTATION
Trigger_Personal Challenges_Politically extremely difficult assignment	When I carried it out I realised that I was walking on landmines, on landmines.
InternalDisposition_Enablers_Ownership and Independency_Faithfull to my mandate	you are enjoying the power of a "constitutional post" awarded because constitutional party which is a form of power, you have got independence. Nobody can dictate to you.
Rationalised Decisions_Thinking rationally	So God, has given you that possibility at a very young age, and it is not every day

in a spiritual manner	that you would have this opportunity to show that you're a real leader. It's unfortunate that on that particular issue you are being tested whether you are a real Leader. That was my thinking. I was only 36 at that time. …
Sacrificing Something_Not thinking about the consequences	Then I decided that I'm going to walk my talk whatever the consequence It had big consequences but I did not think about these consequences at that time. No not at all. That's why you asked me earlier on and I said I knew there would be consequences, but I never knew it would be that detrimental, that bad.
Internal Disposition_Enablers_Values & Beliefs_Exercising moral courage	and when the report was to be published there was a lot of political pressure on me to remove clauses, to withdraw part of it. I said yes – I can withdraw with one condition, I resign … immediately after. Because morally, I cannot be a Director …. That to me is courage. Then they fear and they pull out. … that is Courage.
Sacrificing Something_Living with the consequences of risk-taking	That's why I'm so proud – humbly and at that time you know I was in a family background which was relatively modest. So financially I was in a real trauma. It was a challenge. I had a lot of people depending on me, but I was prepared to walk out.
Post-Event Reflection_Importance of courage in leadership_Courage and Character are linked	Yes, that is Courage, yes. You need to have Courage, a lot. This is to me Character and Courage. In fact, Courage brings character in me to have Courage.
Post-Event Reflection_Drivers_Leadership demands sacrifice -	If you don't have the Courage you can't be in a leader. You cannot be because leadership demands a lot of sacrifice, a lot of sacrifice.
External Inhibitors_Friends support was nil	The friends left basically because they were worried – they all had some kind of links with politicians with the government you know.
Internal Disposition_Enablers_Spirituality_Tapping the Spiritual force	And one evening I felt terribly lonely, terribly lonely and terribly depressed right, I went to the Rose-Hill temple. This is something – you're the first man I'm talking to – I went to the Rose Hill temple. It was six o' clock in the evening. I sat in the middle of the hall and then I talked to God. I said, look I have done nothing wrong, what I want to do is to do my job to the best of my conscience and ability, I'm not trying to hurt any government, I didn't ask to write this report. That was imposed on me. It's unfortunate. Now I need You to intervene and to tell me what to do. Yes, God is strong Girish –Trust God. Trust God. Somewhere there is a force .
Internal Disposition_Enablers_Prior Experience_Upbringing from parents	but I talked to my father and I said to my father, what did you think? My father said, look, we have taught you, always to be honest in any scenario. So you are facing a situation where your honesty is being tested, so you know what you have to do.
Internal Disposition_Enablers_Values & Beliefs_Being true to oneself Value of honesty	So the real thing that led (me) to this Courageous decision was honesty. I want to be true to myself, because once you start playing games with yourself you're dead, you're a dead man walking, you never stop playing games with yourself, no, … You lose your credibility because the greatest judge of man is himself.
Post-Event Reflection_Leadership Skills_A honest self-evaluation	I have – I'm honest and I'm telling you, maybe I could have written differently, maybe I could have written differently without lying but saying the same thing in a different language. When you think about it, it could have been possible. It could

	have been possible while being true to yourself, trying to mitigate it and in a way not to please anybody, but at least be fair because you've not seen the jewellery. You're only reporting from files, you've not seen the thing happening you know, you're only working from documents – You're not a judge – But the bullet has gone you know... So for me today lessons of life in that is to say to yourself that you may be wrong somewhere. … I made a mistake, maybe, maybe. So if you say that to yourself then you can dance before you conclude.
Internal Disposition_Enablers_Self-Consciousness_Coming to terms with a possible mistake of the past	So today when I look at this incident it informs my Leadership in that it makes me a better man. It makes you a better man, mistakes if you – the biggest lesson of history – that you get from mistakes is that it enriches you …
Post-Event Reflection_Emotions_Philosophical in terms of boundaries and truth	So all these – now – recently I wrote a letter to my daughter. She became a consultant in London – a medical consultant but she's a bit tough like me –That hot temper, very hot temper. I said to her, now that you've become a consultant you will have to lead a team of senior doctors and doctors, so you are looking at life from a different perspectives, right, so my biggest advice as a father is to tell you to look at limits as boundaries. The truth is in between. The truth is in between. This is where Buddha comes in and says the middle is the golden one. The middle doesn't mean the middle, it means the optimist, right, so don't go to extremes. If you have somebody who's causing you trouble don't insult him or her as that would be extreme, that is a boundary. It can never be expected to happen, you know, so don't insult, try to find where you can go in between, right, navigate in between but don't make a joke of yourself. But don't go to the extreme because that is easy to say.... You can say that in anger – there are boundaries for you to see. It is a wall for you to see but not to be there.
Trigger_Personal Challenges_Self-Realisation that I am being tested by God	…I said to myself: you are enjoying the power of "constitutional post" awarded because constitutional party which is a form of power, you have got independence. Nobody can dictate to you. So God, has given you that possibility at a very young age, and it is not every day that you would have this opportunity to show that you're a real leader. It's unfortunate that on that particular issue you are being tested whether you are a real Leader. That was my thinking. I was only 36 at that time. That was my thinking, and I'm now saying it without thinking, just coming out.

Story 2

CODE	QUOTATION
Internal Disposition_Enablers_Spirituality_Tapping the Spiritual force	in Kuala Lumpur I went into a tamil temple there…– in my prayer I was saying look I am a relatively modest guy and I need to support my parents because they rely on me, they are old, I need to support my in-laws, now if I offend the government maybe my life is going to become very difficult, but I've never been involved in politics in any manner except a keen observer of politics and so on. I have now to resign my job, 24 years service which is unthought-of. So I need You

	to help me in taking a decision – the right one. Girish, I walked out, I've already started to resign. Yes, so that Spiritual Courage. Somewhere in my make up. This vibration came to tell me do it.
Internal Disposition_Enablers_Spirituality_A feeling of spiritual push rather than courage	And Yes, I have lost 24 years service. I was 42 years old. So you have faulted 24 years at a very high level. No, no, no this is Courage, this is Courage. But I don't think it is the word courage. I think it is like an inspiration. It was not me. The Audit report in XXX Affair was me but this one I get the impression it was not me – It was a kind of a spiritual push – spiritual push.
External Inhibitors_Persons in close community not approving the action	So, I resigned. My secretary cried with me and said No. Mr ....you come from a modest family and you have worked so hard to be where you are, don't do that. My uncle, you have known him? Mr S who was Permanent Secretary at that time – he said to me to make as if a cyclone has passed and don't get into this. I still remember his expression at home. He said make as if a cyclone has passed and don't go into this you. I told him yes... But it was before I went to Manila.
Internal Disposition_Enablers_Prior Experience_Upbringing from parents	And between the advice from my uncle and the Manila trip, there was my father. … He told me, he said honesty as you know is our bed rock, so do what you think is honest to do. He said to me, look whatever you've done since…you've been a responsible young boy, you did well. I have now nothing that I need to tell you what is right and what is wrong. You know better than I do.
Facilitator_Thinking and Problem Solving Skills	…I think the mind is the voice in a way where it tells you to be cautious. For that situation, I said to myself, look if I lose the election, I'm a qualified guy, I'm highly qualified I should be able to earn my living decently. Yes, I had a fallback position because intellectually I was sound. Professionally, I was sound. At that time, I finished my economics degree – I was already an economist and a chartered accountant – so I had a fallback.
Trigger_Change_Offer to join politics	So I want you to stand as a candidate. I give you a good constituency and you become a minister. I told him I've never thought about politics, I've never thought about politics in my life and I don't need this.

Story 3

CODE	QUOTATION
Internal Disposition_Enablers_Self-Consciousness_Self-respect	Then we told him, we are going to sit together with these people who ... ? and we resigned. That is Courageous. So that decision was based on Principles, respect for democracy, respect for institutions and respect for myself, because I wouldn't want kids in school telling my kids, your father is a dirty guy, he's an associate of these people.
Post-Event Reflection_LeadershipSkills_Self respect is a foundation of leadership	Self-respect is also a foundation of Leadership.
Support From_Remote	And again, at that time I did not consult anyone except only the four of us. We talked – it's

Stakeholders_Collective decision/action involves peer support	the only way out. So we four went to see Prime Minister. Me, B, P, and G, right, so we went to see him. He said, look I can understand your position, but I've already called an election in 1983 prematurely, you are asking me to go into another premature election that's going to do me a lot of political harm, I won't be able to do that. Then we told him, we are going to sit together with these people who ... ? and we resigned.
Trigger_Instability & Conflicts_MPs arrested in dubious affair	after the Amsterdam affair in 1986 right, where six members of parliament were caught, we went to see the Prime Minister and we told him, look for the sake of democracy, for the sake of the institution which parliament represents in a parliament of democracy we cannot accept this kind of people who continue to be in parliament.
External Inhibitors_Lack of Support	He said, look I can understand your position, but I've already called an election in 1983 prematurely, you are asking me to go into another premature election that's going to do me a lot of political harm, I won't be able to do that

Participant 9

Story 1

CODE	QUOTATION
Greater Cause_Importance of impacting lives	…when my mother told me that she had to join a "sit" with a group of persons (giving money collectively to save money). Every month somebody will get his previous months' savings. She had to do that for 25 Cents to get a bicycle for my father to start selling milk. But she said at the time it was before the Second World War and 25 Cents was a huge amount….
Sacrificing Something_Personal Stake	I find this Courage and farsightedness. This remains for me a lot courage because it was sacrificing to get that you know. So there were some elements of sacrifice in it.
Internal Disposition_Enablers_Values & Beliefs_Principles	That remains for me always okay, but then also because it was not necessarily for direct gain for her I think, okay. So in Courage you have to stand by some principle okay.

Story 3

CODE	QUOTATION
[Difficult Contexts_Taking a stand against a very close person	I consider Courage sometimes very hard: when you have to take a position against a friend who's close to you, against someone whom you respect a lot and this is real Courage. It happened when I was a Board member of an institution where a close friend of mine was CEO.

	But we had to take a decision again where someone I knew had to step down okay …My view was that he should step down okay. Now he was a good friend of mine and we were close, and when he learned it later, he stopped talking to me.
Support From_Remote Stakeholders_Collective decision/action involves peer support	Because I took a view that he should also step down, … It was not because of me but the majority of people wanted him to step down and somehow he learned about it later. And for the last number of years he doesn't talk to me at all, okay. In the other decisions also I was alone except that inn this one there were everybody supporting that view.
Trigger_Instability & Conflicts_Something was happening and Court already took decision	because there was something happening. There was a decision which had already been taken. Court had already taken a decision
Internal Disposition_Enablers_Values & Beliefs_Beliefs	No, I didn't see it difficult to take that decision because I was convinced that he had to step down temporarily because there was something happening. There was a decision which had already been taken. Court had already taken a decision and he had to step down okay,
Internal Disposition_Enablers_Values & Beliefs_Principles	And I've never made an effort to go to explain, I don't feel I have to explain. Okay, I took the decision on principle. But on the principle I was convinced that he had to step down. So I mean I was very forceful for him to step down, I knew it was right. and I don't know whether this is right or wrong. It was simply based on principles and was alone in that decision.
Post-Event Reflection_Emotions_ sense of regret	And now for the last eleven years, we don't see each other, it's clear that we have avoided each other. Before, we were seeing each other regularly – not only socially but also professionally also. We were sharing notes and he was a true friend. But as he has done something, I think he should have stepped down. But I don'tfeel any kind of regret after that?
Emotions & Feelings_A feeling of sadness	…But I don'tfeel any kind of regret after that? But later yes – he's someone whose friendship I thought was valuable….
Greater Cause_Interests of the larger community	So I mean I was very forceful for him to step down, I think that was probably what he must have got from others, but I was very forceful…Others, were a bit quiet but I was very strong on that. I mean I thought it was also in the interest of the larger interest, of the community, the institution.
Internal Disposition_Enablers_Self-Consciousness_Self-conviction	….in this one there were everybody supporting that view. But I could have tilted the position if I wanted. But I didn't because I thought it would have been wrong. I knew it was right. I didn't – and I don't know whether this is right or wrong.
Emotions & Feelings_Feeling of loneliness	When for weeks this issue was going I did not speak to anyone about this. I took the stand I adopted alone.

Story 4

CODE	QUOTATION
Sacrificing Something_Not thinking about the consequences	I just took my bag throw on the bully, okay, without thinking of what would have happened.
Internal Disposition_Enablers_Values & Beliefs_Principles	But then on the principle that the other one was my friend who was a thin guy okay, and the guy was a bull. So I just threw my bag.
Trigger_Other Environmental Influences_someone being bullied by another person	When I was in sixth standard there was someone hitting somebody okay, he was a big guy. He was hitting my class mate, a small boy.

Story 5

CODE	QUOTATION
Sacrificing Something_Not thinking about the consequences	…My friend wanted to go, you know. … (And I remember just sticking my foot at the driver's window). I just put my foot there you know, and said "please don't entice us to hit you or force us to do something. It's going to be bad for all of you", and they all ran. Yes, I was surprised – it was a bluff you know. I just did this without consulting anyone.
Trigger_Personal Challenges_A feeling of anger	It was the anger – you know very often it's not structured.
Internal Disposition_Enablers_Spirituality_A feeling of spiritual push rather than courage	These are things that come intuition wise. I think it's important to understand (that) very often we think, strategize and all of that, but very often situations come where you have to show certain (guts) you know and you don't know from where it comes – of course when you are in negotiations that's different. It just comes, and then it builds up around this then (until) you get in very easily and then it builds up.
Trigger_Other Environmental Influences_someone being bullied by another person	And some of the national front guys came you know, and wanted to try to bully us – The skinheads – Most of them are bullies.

Story 6

CODE	QUOTATION

Trigger_Instability &Conflicts_Trigger-Financial Crisis	the financial crisis, like working on (to) put up the additional stimulus package and implementing it were courageous actions.
Emotions & Feelings_Feeling that something has to be done	But it wasn't very much Courage but it was, let's say, a feeling that something had to be done (though) you didn't have all facts. I've already spoken about someone like (the Minister of Finance) who had lots of Courage to do these things.

Story 7

CODE	QUOTATION
Leadership Skills_Taking immediate actions to mitigate damages	We were almost half asleep and we continued pretending to sleep because (otherwise) we would have to sort of fight the guys. So you know, this (and as we were) foreigners but they were bullying others. (So) we continued to pretend to sleep just to avoid that.
Post-Event Reflection_Preparation_This incident prepared me for the next one	Maybe this incident made me get ready for the skin heads incident which happened many years after. Maybe also at that time in 1972, I was 20 years old. It could be that (lack of) maturity.
Trigger_Other Environmental Influences_someone being bullied by another person	there was some guy that came in and was threatening some people. They were big friends (together).

Story 9

CODE	QUOTATION
Post-Event Reflection_Leadership Skills_Ingrained Psyche of "I know I am right"	She replied "I knew I was right". And you know, and very often this is it, okay. I mean at that level end that has remained very much in my psyche you know. I remember also sharing with her about her dealings with the French and she said, oh the French, they are beyond advice, you know. It's a very strong view.
Post-Event Reflection_A Sense of Being_Strong Leadership mix of intuition and structured thinking	It is a very strong belief which goes beyond, beyond pure I'd say structured thinking. And that's where I said, you know you need to have a strong formal training that builds your mix of thinking and intuition right. Very often in strong Leadership I believe that Courage is that mix of all these experiences. So when you look back at what I just told you I feel that (strong leadership) is also a mix of intuition and it's not really structured thinking.
Post-Event Reflection_Preparation_Childhood experiences as preparation	Very often in strong Leadership I believe that Courage is that mix of all these experiences. (But) I think childhood remains a default. I don't know but probably most of the

	(important experiences) all remain the territory of the childhood –It has a mark there.
Post-Event Reflection_A Sense of Being_Decision on frontier is a mix -	but decision which are on the frontier is different. On the frontier you know, a decision is a mix of intuition, integrity, values, of structured thinking okay, and it just comes out. So I mean (that) on the frontier when we are on the edge thinking and you have to decide, it's a mix of everything, it's a mix of intuition and value, of who you are, although prior to that there might have been some structured thinking.
POST-EVENT REFLECTION_A SENSE OF BEING	But at the end of the day what comes from (out is who) you are in that moment . Yes, this is what makes the difference between anyone and Leel Kuan Yu or (any great leader).

Participant 10

Story 1

CODE	QUOTATION
Trigger_PersonalChallenges_A rationalised reflection	we had reached the end of a cycle. I knew, not instinctively but based on experience and based on what has happened in other countries.
Trigger_Change_needing a paradigm shift	we needed a paradigm shift, but some of the decisions were difficult. It was difficult, so you need to provide some accompanying measures specially to protect the poor ...
Leadership comes before courage	But then you need Leadership first to agree to make the decision and Courage; second.
External Inhibitors_Time-frame towards rewards is an important consideration	because there's a miss-match or a lack of symmetry between what is required to cure a problem in society or for the economy and the time-frame of the politician. Typically a politician needs to be re-elected, you know, whether this is three years or four years or five years, this is the time-frame.
External Inhibitors_Anticipated negative consequences	…so how do you get people, notwithstanding the fact that they agree to it fundamentally that this needs to be done, and yet because of the potential adverse impact on the re-election. So either they will not do it or they agree to a softer version of this reform. So this is the challenge that you have to face…
Rationalised Decisions_Need to act smartly after rational thought	That's why what you would see invariably, politicians are smart and they are Courageous you know, they will carry out the reforms work early in the mandate. So you load all these reforms early in the mandate and hopefully you know after two or three years you start getting some results…you can use that for marketing….
Post-Event Reflection_Drivers_Need for Support	So there are some people I think that do realise that things need to change, however, they need to be supported because the decisions that they are going to make are decisions which are extremely painful…

External Inhibitors_Disconnect between rationality and walking the extra mile	I try to make a decision you know between something which is rational, something which is logical. People agree with your analysis or the diagnosis or the prognosis, but they don't want to walk the extra mile because they are very – I think I will put it fear.
Internal Disposition_Disablers_Barrier_Fear	People agree with your analysis or the diagnosis or the prognosis, but they don't want to walk the extra mile because they are very – I think I will put it fear. … but i think it's this element of fear, this element of uncertainty and this element that this might work against your chances of re-election that stands in the way.
Leadership Skills_Need to inculcate sense of responsibility through communication	And in order to deal with this, I think you need to communicate, and the problem that you face – many people are free riders, you know, very few people believe in inter-generational fairness, you know. They say look when you tell them that the next generation – and they say well, but that's not me, that's the next generation. – they don't care – ….. You need to inculcate a sense of responsibility across the board. So I think that communication, information, education is extremely important.
Post-Event reflections - A honest Mea Culpa that maybe I did not communicate	…this is why there were a lot of criticism – maybe I did not communicate well, maybe we never communicated enough. Or probably we were too technical and people felt you know that we were just technical and we do not have enough sympathy and empathy, you know, for those people who were likely to be affected…

Story 2

CODE	QUOTATION
Rationalised Decisions_It is not a question of understanding but of courage	These are, these are difficult decisions, something that are required, where Courage or Leadership are important. So it's not a question that you don't understand. It's a question … do you have enough Courage just like France did yesterday, you know, on child benefit. Child benefit is given to everybody irrespective of your income. They are changing it, and you can see how people are reacting…
Emotions &Feelings_Feeling of loneliness	…at times you feel lonely – I mean you are lonely because – … because people will come and say that look this benefit is being withdrawn and you're giving too much to A and too much to B and what not. So you need to explain to people that it makes sense to the revision….
Internal Disposition_Enablers_CalculatedRiskTaking_Decide despite lack of support	The other difficult decision is to open up the country, or even my own family was against it, they say look unemployment is about 8%, why do you allow for this to come? And yet we realise societies that have prospered are those that have embraced openness to talent, to skill, to know how, to technology in that stance, but the person perceive it that – others are coming to take their jobs. … So if you want to take the easy decision you know you just walk with the crowd and with the rebel risers. So it's to stand up to the rebel risers, to stand up, you know, to people who are just being populists.
Internal	And very often in their argument they appeal to their heart. But you have to appeal to

Disposition_Enablers_Emotional Balance and Control_Courageous decision needs appeal to brain and not heart	the brain, so this is a tough one, this is a tough one you know, is, how do you convince your colleagues that this is the decision that needs to be made, and
Leadership Skills_Providing reassurance to peers	how do you reassure them that there's going to be enough time to reverse a declining trend and that you're going to be alright – That's the most difficult and there is no guarantee.
Trigger_Change_Bring uncertainty and fear	…people don't like change, because change brings uncertainty. Change brings fear, change could bring inconvenience, you know.
Difficult Contexts_decisions against agreement with others	So if Leadership and Courage is about the radical change in how things are done, obviously it's difficult, but one of the political Leaders will have to take difficult decisions even though many people don't agree with.
Internal Disposition_Enablers_Self-Consciousness_Self-Realisation about an unfair system	The difference between universal subsidy and giving more to the poor. It makes so much sense that you need to protect those who are more vulnerable, and yet people are so wedded to the idea of universal subsidy of universal subsidy, of universal welfare. Why? Because the middle class is very strong to articulate its position and to say well this should exist. And you know very well how unfair the system is, because most of the benefit of universal welfare does not go to the poor.

Story 3

CODE	QUOTATION
Rationalised Decisions_Thinking and Problem-Solving Skills -	So how do you go and tell these people that look this bloody business model is not sustainable, and we have to change it and one of the implication of this change is that you have to go and talk to the people that you don't like. Those that you have been fighting you know for 20 years. So they said no so … So here also you know we had to do all the sensitivity analysis, and we had to go for a communications exercise to tell them that this is the only solution that is available…
Choice_When there is no other choice	They implemented it not because they like it but – because the Minister of Finance said he will not give them money anymore. Okay, so they had no choice but to try something. … if the next day you don't have money to pay for your civil service, you can't import medicine, you will do whatever within you – yes, so I think – I don't know whether this is Courage or it is just that you've got no choice, you are against the wall and the Troika is there and you have to implement it, you know, and most of this country this is what they have done. In fact they waited – but it's too late.
Internal Disposition_Enablers_Calculated RiskTaking_Capacity to be	But this change of mentality that you have to think out of the box, that you are against the wall, you have no choice but to carry out you know structural reform or economic

creative and innovative	adjustment. I think this is the most critical challenge that people face.
InternalDisposition_Enablers_Ownership and Independency_Transposing a work situation to a personal situation	So even in a personal basis you know, this is about Leadership, this is about Courage you know, to get a kid, you know, don't study psychology or try to do, I don't know, Corporate Law or Science or, you know. And after five years he or she will realise that probably that was the best decision that was made…So, How do you impose, you know, a – such decision and how do you turn people around?
Support From_RemoteStakeholders_Higher level support finally obtained	In 2006 when I needed to take that decision, I had to dilute some measures and support was minimal though I did get the support of the key person which is the Prime Minister
Leadership Skills_Satisfying needs and perceptions of diverse stakeholders -	…very often the opposition is here only for the sake of opposing. So …nobody is totally isolated from what's happening in the country. So, now you need to understand that politicians you know come from all types of backgrounds, so we have some who don't understand anything, Okay. Some are extremely educated, but don't have probably the specific talent, knowledge, expertise, and experience to know how to run a department, or how to run a country, and they have no business you know.
Leadership Skills_Communication via working sessions	So we have had many working sessions with our colleagues you know, with the prime minister and with the different ministers
External Inhibitors_Objections of individual stakeholders who collectively agree	and invariably … look keep mine, let the others adjust, you know – this is life. This is life you know, so you would find this, when you have the same problem when you are doing the budget you know, everybody say, adjustments must be in the others, not in my backyard…
Greater Cause_Courage to be fair to all	So you need to have the Leadership and you need to have the Courage basically to do what is fair,
Rationalised Decisions_Dilution of courageous action to reduce resistance	but invariably there has been dilution, because if you don't dilute then you get too much resistance, and within your own camp people are against you. Then you've got no chance of succeeding. So you need to understand … all Prime Ministers want to be re-elected
Post-Event Reflection_Importance of courage in leadership_Courage and leadership in scarcity	In fact, look, I'm not telling you anything new, this is a commodity that is in great demand but in very short supply, Courage and Leadership.
Sacrificing Something_Balancing community goals with personal goals	That's the worst thing about you know, and not that people don't understand. I mean let me give you an anecdote – On Hard Talk on BBC –Stephen Sacker – or something like that was interviewing the Prime Minister of Luxembourg who's been around for a very, very long time and he also I think is the minister of finance for his country, and that was of the height of the crisis you know… asked him the question, come on everybody knows what needs to be done. You need to adjust, you need to reform, you need to have structural changes for whatever it is. So he look at him and say, look I'm not be as bright as you, but I'm not that stupid. We all know what needs to be done, what we don't know is how to be re-elected once we do what needs to be done. So you can see the question was not lack of discernment, it was not a lack of knowledge …
Sacrificing Something_Personal	you may have the Courage, you may have the Leadership, you may have the determination, you may have the right skill, but you are not sure what is going to

Stake	happen to you, or you're sure what's going to happen to you that you're going to lose out … I pay the price for it because there were some people who were against reform, and not that they have changed – in fact the country is still benefiting from the reform that we carried out. It is just that you become unpopular because you're perceived as having removed some of the acquired rights of people. I'm not sure that it's any good for me personally you know, but I lost my job to that extent you know, because some people were against us, the reform, but this is life you know.
Rationalised Decisions__Decision despite uncertainties	…you are alone up there, but you do realise that you need to bring about changes. You do realise that it is not going to be easy, you do realise that some may work, some may not work, you do realise that it takes time, you do realise that the pain comes before the gain, … – the cure has to be proportional to the gravity you know of the ailment you know as we say. But of course I mean they were all concerned and they said, look, why should you do that? I said, look, why should I not do that?
External Inhibitors_Anticipated negative consequences	… it's a tough one but we have to make it, we have to make it – and then as I said, if you evolve in a very robust democracy where the revolving door in politics applies it is not only that you will lose, but yes, your colleagues and your team also may be out of office because of this….
External Inhibitors_Lack of Support	… Obviously there were a lot of people who in private will tell you that you're doing the right thing, but publicly – they have to play their politics. The more difficult one was people from your own camp. You know people from your own team and again this is because they will take a piece meal approach to economic reform, and as I said these people will say look the others should adjust but not me, but if everybody says this then there is no change…. Now when you speak to people, they tell you, you are right, but I'm not sure whether you should make that decision because you're going to turn a lot of people against you. So you need - I think you need to get the buying of the key-stake holders, not so possible all the time in our society that is very polarized. Outsiders will say I am looking for trouble because it's a difficult one because this is where you say initially you know, but you are alone up there, but you do realise that you need to bring about changes.
Internal Disposition_Enablers_Values&Beliefs_Internal values	…, I think it's, I think it's learnable, I think it's teachable but deep down I think there's an element of who you are also. …
Internal Disposition_Enablers_Calculated RiskTaking_Risk-taking disposition	I mean you might put it as a DNA because there are people who are equally smart, who are equally bright who probably understand the file much better than I do, but don't have the guts to call it, you know to do it, or they are too risk averse. There is an element of risk in everything you do, and there's an element of luck, but success only smiles to those people who will take some risk also. You know there are some people who don't want to take any risks you know, and there are some people you know who are extremely adverse to risk

Internal Disposition_Enablers_PriorExperience_Upbringing from parents Internal Disposition_Enablers_Values&Beliefs_Influence of Culture	so I think – I don't know, I don't know what I will call it you know, your upbringing or your culture or your DNA. I'm not sure whether you are born with it you know, but DNA is a generic term in this context – Some people, because I know some very smart people you know, who understand basically what needs to be done. And here I'm talking about not even the political fallout, it's just that look it's not them.
Internal Disposition_Enablers_PriorExperience_Prior Painful experience	Coming to my own journey as a Leader – I come from a very poor background.
InternalDisposition_Enablers_Perseverance & Focus_Luck	No, no that was luck, that was sheer luck, but I persevere you know …and there's an element of luck, but success only smiles to those people who will take some risk also.
Internal Disposition_Enablers_Values&Beliefs_Value of education	but I realised very early that when you come from a poor background the only way to break the cycle of poverty is through education – Yes, I realised that very early. And this is what I – you know, when I go and speak to kids from poor background or from disadvantaged communities, I tell them you know, the only way to break the cycle is for education, training, apprenticeship. …
Internal Disposition_Enablers_PriorExperience_Prior Painful experience	I had to stop school because my parents could not pay, so we worked very hard and I was a child labour, you know, I was child labour and we started to work quite early
Greater Cause_Interests of the larger community	Of course inform my leadership and strategies in life all these incidents of course, but you know, you know what they say, the best minister of finance is always the former minister of finance. So it's only with time you know, and detachment that people realise that … you had to do – I don't regret it, I think it's been good for the country. I'm not sure that it's any good for me personally you know, but I lost my job to that extent you know, because some people were against us, the reform, but this is life you know. … you need to increase the size of the pie so that more of the growth will go to those who deserve it – well in fact in a market system, it's exactly the opposite that happened is that when you open up the country, when the market determines what's going to happen it's those who've got the capability and those who've got the resources that are going to run away, you know with the trophy. So this is incumbent upon the state to make sure that the share is done correctly
External Inhibitors_Facing resistance	But it's a difficult one and especially when those who are likely to be affected by the reform are smart, are articulate, have access to the Prime Minister and to other Ministers and they can also articulate the position in the press quite smartly. You know, and this is what the upper middle income group, and the middle income group can do very well…
Greater Cause_Importance of impacting lives	but I told people you know, growth is important but inclusion also is important, and you must pay a fair share you know, and I told them 15% is very fair.

Trigger_Other Environmental Influences_Highly polarised societies	That's what I said, that in some of these countries maybe because of the culture, because of the history, whilst in society you know where everything is polarized and I have to be against them, because I'm competing with them to get a higher share of a constant pie, it becomes more difficult.
Choice_Confronted with Choice	Well Leadership and Courage is when you're confronted with choice. You're smart enough to realise where you're going if you don't make changes, if you're not Courageous enough.
Leadership Skills_Personal loss is minimised due to existing system	…on the battle, you are criticised you know. Now I think the nature of the political system also can have an impact on Leadership and Courage you know. And you know sometimes where the risk of the probability of losing office is quite low, so maybe this gives you the comfort that you can make a difficult decision, the case in point is probably Singapore, you know. They have been able to transform the economy significantly because they do realise that the probability of losing office is quite low

Story 4

CODE	QUOTATION
Trigger_Change_Big Debate on Strategy	When I was at XYZ in those days; we used to operate what we call the Milk Run – Mauritius, Nairobi, Rome, London. It is like the milk man running around Mauritius, Nairobi, Rome and London. So we had a big debate on strategy.
External Inhibitors_Lack of Support	So I told them we have to operate Mauritius, London Non-Stop and they all looked at me and said, you're mad! They said that because it's in the stop that you get passengers. Now this is the static view of things, …Now, so they were weathered to that. This is a certain thing, we have been operating in this way for 20 years and this is what we are doing – but I told them, do you realise that if you fly Mauritius-London non-stop, you make the passengers who are flying with a competitor come to us, because it's a better flight. Instead of taking 16 hours it will take 11 hours. I fought for nine months with everybody. Everybody was against because everybody was weathered to an old paradigm that was giving result, but was being attacked at the edges. At each of the edge and they knew it.
Rationalised Decisions__Decision despite uncertainties	… so we had a situation where there was an element of uncertainty on what I was suggesting, even though it was appealing, it makes sense, as opposed to a situation that is known. So this was the fear, When you know you're going to get your money, why .do you disturb it. This is the fear. … so everybody tell me, RS look – you are the only one who said this – I say, look I can't guarantee anything, but it seems to me that if you offer a product where – we used to leave Mauritius during the night, you know, you have a decent meal and then you sleep and then the next stop you know, you're in London as opposed to the hostess coming and telling you, we are landing in Nairobi, in the middle of the night and what not. So they were amenable to my argument, yet they would not put pen to paper and sign, let's do it and which I understand….
Internal	…you need to think out of the box and this has been the best decision that XYZ has

Disposition_Enablers_CalculatedRiskTaking_Capacity to be creative and innovative	done. And in fact to show you that it was the best decision everybody followed and it was a transformation. It took nine months and then we had to convince them also.
Rationalised Decisions_Thinking and problem Solving Skills	… They were not against, but as I said you need to put probabilistic figures to uncertain things as opposed to – basically this is the way that it has happened, but all significant changes in life are like this.
External Inhibitors_Age and Generation Gap	And I think – I don't know whether it is age related also because probably –I was very young. When I say age probably – those were my bosses at that time, they were much older than me and they have seen how the system had worked. Now they acknowledged and they recognised that time was changing, but they were not sure who should dive in the cold water first.
Internal Disposition_Disablers_Barrier_Fear	So this was the fear, When you know you're going to get your money, why .do you disturb it. This is the fear.
Post-Event Outcome_It was the best decision as everybody followed	And in fact to show you that it was the best decision everybody followed and it was a transformation.

Story 5

CODE	QUOTATION
Internal Disposition_Enablers_PriorExperience_Upbringing from parents	So I think the cultural disposition of people also is important, the way you've been brought up – it's sad to say this – let me give you an example… I have difficulties when people fight to deny rights to other people. I have no difficulty when people fight for their rights. This is life okay. We take the case of same sex marriage, it's a difficult one, difficult one and I'm involved on this you know, and obviously probably as a Hindu because our culture, our religion, we don't want our kids to be like that, but that's one thing. But what is your attitude towards these people? And I have had big fights with friends, …. And I said, but this is very unfair, we're not telling you that you have to embrace that, what we are saying is that others who are different from you and respecting their rights is normal. It's amazing while some people are saying this, that some say but we don't like them! I said, but nobody is asking you to like them. So this is why I say probably, your cultural outlook, the way you've been brought up counts. It's the way you've been taught you know… And as I was saying look nobody is expecting you to go to the town hall and to do you know these kind of things, but – and that's when I said, you're fighting to deny the same rights that you have to other people just because they're different from you.
Internal Disposition_Disablers_Barrier_Fear	… Even Independent directors for examples depends on how you define independent director you know. Very often it's their friends you know, so it depends what these people do at this board you know, and some have invited me you know to join their board, but I've told them you know me, for me I'll start

	fighting with you on some issues, you know. But again, this is about fear, this is about apprehension, this is about uncertainty.
Internal Disposition_Enablers_Values&Beliefs _Being true to oneself	How do you take some of these decisions, you know, about Courage and Leadership. The Prime Minister of Australia when she stood up in Parliament and said, we are sorry for what we have done to the aborigines. It's not easy to do that and former Prime Ministers have not done it. We tend to make it appear as routine actions. But no, it takes a lot of courage, – and especially it's a minority who probably don't even vote for her.
Sacrificing Something_Personal Stake	then you really need to be very Courageous, you need to have a strong sense of Leadership and you need to accept that probably you may lose out personally,
Greater Cause_Interests of the larger community	But just to come back and tell you that, if Leadership and Courage is about significance, societal changes, or economic changes then it's tough, then you really need to be very Courageous, you need to have a strong sense of Leadership and you need to accept that probably you may lose out personally, but society, the country and the community will be better off.

Story 6

CODE	QUOTATION
Internal Disposition_Enablers_Values&Beliefs _Principles	There was an export duty, and the export duty was based on turnover, and obviously it's unfair to have a tax on turn-over. You have a tax on profit and not on turnover. But the argument was that the price of sugar was a politically negotiated price and it was not a price that was determined by the market. The price was negotiated at the level of the EU by politicians and the price that we received was at times you know, 2.5 times and at times 3 times the market price. So this was the justification that is given for the country and the proceeds you know must be fairly distributed across all communities, and one way of doing this is for government you know to take a size of the revenue to put it in its budget and then to use it for X, Y, Z you know, X can be education or whatever it is. During that time, our sugar industry was going through a very painful adjustment process and I did realise that it was an unfair tax because of the sensitivity around racial, ethnic, political, historical issues you know, legacy as I call it, and you could not just sign a cheque and say, look sorry as from today, I could not do that. …
Greater Cause_Courage to be fair to all	So we had to negotiate and we had to find a balanced action you know to be perceived as being a balanced outcome you know, vis a vis the rest of the community especially because land ownership is very skewed in Mauritius. So we started that negotiation. So I told them that you need to be fair to the population, but obviously you need to take into account the historical contexts in which this takes place you know. All the factories belong to the white, also the best land belong to the white and the rest are either Hindus or Creole, you know, Artisan or Creole and the planters are

	essentially labourers who are also essentially hindus. but this is my proposal because I have to go to parliament and I cannot be perceived that you know we are giving everything to the white, and in return there's nothing you know for the community. I said Okay, whereas I was coming from the other side and said that, look this is a transformational change, and this is going to have good impact on society also, it's going to help nationhood. Are you telling us that the people who work for us now, all the planters they will become shareholders? I said, yes this is what it is, they will get 20%, you know. And I said, look it's also fair, these people are supplying you 35% of the canes, because a small planter has got cane but , he does not have a milling facility. You know it is as in any society anywhere in the world, in fact planters who provide you with 35% of the raw materials. There's nothing you know – awful you know, that I ask you to give me a share at 20%. So it was extremely difficult. Not because they were against it, but they've never thought about it and this is the model.
Rationalised Decisions_Thinking and problem Solving Skills	After one month they came back and said Mr RS you have given us 25 suggestions, we agree to 23 of them. So that's very high, but the last two we cannot agree, okay. Now obviously I laughed. I said, why don't you ask my secretary what I told her before you came. I say, look this is exactly what you're going to tell me. Now you can see that I've already gone into their Psychi and I can understand that they're going to object. Now what they failed to realise – I said, but the rest I could have got from you, probably while giving you only a 10 percent discount. But now we're talking about a paradigm shift…
Greater Cause_Interests of the larger community	I said Okay, whereas I was coming from the other side and said that, look this is a transformational change, and this is going to have good impact on society also, it's going to help nationhood. So it was just a paradigm shift and here which is again about Leadership and Courage that there have been attempts in the past but as soon as people say no we'll just stop it, which you understand. So here you know I persevered, especially because I thought it was the right thing not only for them but also for the country. But at least it will diminish the role of ethnic polarization in decision making process.
Rationalised Decisions__Decision despite uncertainties -	They did not know what it will be, that's what I call fear, apprehension, uncertainty. Whereas they knew the model – whether the model is imperfect is a different thing but at least it is the devil that we know. And the devil that we know it's worked alright, so. So in addition to the broader context and the historical background, there was also this issue of, is that the thin edge of the wedge? … Now if we start giving, we might lose everything at the end which is perfectly understandable – but the only thing I keep telling them is that the numbers are too high on the other side, and the numbers now they're coming as educated people to knock on the door, if you don't open it could be a problem.
Internal Disposition_Enablers_CalculatedRiskTaking_Decide despite lack of support	And during my career, there were instances when other people told me it was impossible, even in parliament and even my colleagues. It was a difficult one because they said no, they said no. But I was nevertheless given the freehand to carry on because most of them thought it would not happen.

Internal Disposition_Enablers_CalculatedRiskTaking_Capacity to be creative and innovative	So that's why I think there are a couple of ideas you know where you have to think outside of the box, and you have to go against conventional wisdom and you have to start questioning you know, the status quo, and most people will not do it.
Internal Disposition_Enablers_Self-Consciousness_Self-Realisation about an unfair	During that time, our sugar industry was going through a very painful adjustment process and I did realise that it was an unfair tax because of the sensitivity around racial, ethnic, political, historical issues you know, legacy as I call it, and you could not just sign a cheque and say, look sorry as from today, I could not do that.
Internal Disposition_Disablers_Barrier_Fear	They did not know what it will be, that's what I call fear, apprehension, uncertainty.

Story 7

CODE	QUOTATION
External Inhibitors_Lack of Support	But there are some people who don't understand anything. But this is shocking to most people. Yesterday my wife said, I won't agree. For me the minister must be elected.
External Inhibitors_Outside people were surprised	Because otherwise you have an idiot who comes and just increases tax – no what I'm saying is that just opening the debate shocks people, when in fact it's the reverse that could be true. Mauritius is one of the few countries in the world that restricts its ability you know to use its citizens to govern the country.
Internal Disposition_Disablers_Barrier_Fear	To sum up, it's uncertainty, lack of knowledge, fear – I find fear as important barrier. People did not want "B to become Prime Minister" because of fear. Fear because need to be Careful that he does things that is not supposed to be done"

Participant 11

Story 1

CODE	QUOTATION
Trigger_Instability & Conflicts_Clash of values	The values that I thought that the company that I was joining had didn't seem to match when I got there. They did not like the sort of things that I was finding and I was questioning. That's probably the most difficult situation I've ever had to face.

	The first thing you would ask for if you were a marketing director when you start will be obviously to see the marketing plan. And the answer is No, no there isn't. Then I say I want to know why we don't have a marketing plan. I understand from them that the situation so rosy that people just come. They said it was also so because they didn't have anybody in charge of marketing before. So my next question was, is there a marketing budget? I'd come halfway through the year okay, so if there were budgets I want to know, what's been decided and what not. It took six months for them to give me a budget. And when I got the budget there were all sorts of things in there which were not marketing. I don't think I need to explain anymore. So when I said, what's this, what's this? There was deathly silence. And I said, well you know, I am not going to manage this budget and it's not going to be in my department unless I know what this is, and if it is what I think it is, I don't want it and it's not marketing.
Rationalised Decisions_There is no compromised option	So we were on a collision course and for me the lesson that I learned was that I thought that I could perhaps say, okay my department is clean, okay even if the company is doing things, alright. But if my department is clean that's okay, but it doesn't work like that, okay.
Trigger_Instability & Conflicts_Clash of values	Well I started to realise that the organisation that I thought it was and their style of managing was very different from what I thought.
InternalDisposition_Enablers_Perseverance & Focus_Courage to ask difficult questions	I had the Courage to ask these difficult questions and important questions. They were extremely unhappy about being questioned, and that I should question them in any shape or form.
External Inhibitors_Lack of Support	They were also extremely unhappy when I took them to court. And eventually I won my case, but it took seven years. And that's seven years that hangs over you, you know, when I lost that job I had a mortgage like anybody else. I didn't have another job, it took me about six years – I'm just trying to think, it was about three months before I got another job which in the scheme of things is not bad, okay. But your reputation is damaged, people will ask why you left or why you got sacked. They don't know the history or the inside and as I was nearing the three months my bank manager was saying to me, you know, your overdraft, etc..., and I went to see – I won't site his name, I went to see the CEO at the bank, it's been my bank for 20 years/25 years and he told me to sell my house. So you see the people
Support From_Remote Stakeholders_From unexpected persons	There was somebody in the bank who wasn't the number one, he was the number three who called me and said, Jane come and see me, I'm going to sort it out for you. And he tied me over for another month which is all that I needed in the event I get something.
Emotions & Feelings_Feeling of loneliness	But you see when you're a whistleblower or when you are out there on your own it can be very lonely.
Internal Disposition_Enablers_Positive & Forward-Looking_Turn the page and Move On	And the problem is that the legal case drags on and on. So, if you are the major bread earner and if you have children at the time in your life, making these sorts of decisions require a huge amount of courage. The lesson that I learnt is that you have to get up and turn the page.
Internal Disposition_Enablers_Positive & Forward-Looking_Turn the page and Move On	And you know I saw my brother went through a slightly similar situation. His situation was that he was working for a foreign company and his managing director who was his immediate boss dropped dead at the age of 40, he had a hole in the heart. My brother had a meeting with him at dinner on the eve and

	the next morning my brother woke up to find that he'd died in the night. So it was a huge shock because he was not only his boss, but they were – he was also a good friend. They were very close. The number two who didn't like my brother because he was so close to number one took over and my brother got sacked the next day. So he took them to court in the UK, but they were a foreign company, it was very difficult. He was 45 then, at a critical point in his career. He'd never turned the page; even today he hasn't turned the page. So you have to, if you want to move on. You have to move forward. You've got to move on or you can waste a lot of energy and time which is why I will say to people today, if you can you have to negotiate – unfortunately I couldn't and they wouldn't negotiate with me so I had no choice. But if there is a choice you should always negotiate. And I have had many people who phone me as a result of my experience saying, what do I do? And I say, negotiate, you don't want to have seven years of going to court. You know and it could have been longer than that.
Internal Disposition_Enablers_Calculated RiskTaking_Courage with some practical pragmatism	So Courage, but I think you need to have some sort of practical pragmatism in that too. That's my view because otherwise you can throw it all away.
Support From_Close Stakeholders_from family	During that time, well the only person that I really spoke to because it was so delicate was my husband, and he's one of those 20% - he said leave. Leave, just go, you know, and I said, it's not right, it's not – you know, I'm a very conscientious worker. I said, I've got this and that to do, I don't want to leave them right now, you know, let's look at it again, maybe you know, my department's okay, but I know what they're doing. He said, leave. So he was very supportive and that was extremely important. So I think also another lesson is to make sure that if you want to be a Leader, I think you need to surround yourself with people who've got the same values as you, and I think that you need to surround yourself with people who've got you know, positive thinkers as well you know, because if I had been surrounded by people who said, Aw! Goodness me, don't do that, what are you doing? Aw! you know, it would have been, terribly much more difficult to take that decision.
Internal Disposition_Enablers_Prior Experience_Tough experience lead to Preparedness	When I look at it today, this incident happened now five/six years and the meaning I give to this is that it was very tough at the time, but I think it was a good experience. I mean you learn – I think you learn most Girish from the hardest times. If life is easy or things are relatively easy or always good you don't learn as much as you do when these challenges come. And I do think it is how you face the challenge that counts.
Internal Disposition_Enablers_Values & Beliefs_Internal values	The values that I thought that the company that I was joining had didn't seem to match when I got there. They did not like the sort of things that I was finding and I was questioning. That's probably the most difficult situation I've ever had to face.

Story 2

CODE	QUOTATION
Difficult Contexts_Undecisiveness due to person's lack of relationship skills	… she had cracked her skull, okay, and the crack had opened the membrane which covers the brain and the doctor said, I have to operate urgently, because if an infection gets in that's the worst thing, okay. And he said to me, you work for British Airways, you could take her to Reunion Island if you don't want to have it done here. So I said to my husband, what does that mean? Is he trying to tell me I should take her to Reunion Island, why would I do that? How can she travel? you know. We called in a friend of ours who is an ear specialist and he said to me, this doctor – this surgeon, he's the only neurosurgeon on the Island, he's excellent, but he's got no relationship skills. He said he's excellent don't worry I'll be there. And so we did, and the operation was …
Support From_CloseStakeholders_from a friend	We called in a friend of ours who is an ear specialist and he said to me, this doctor – this surgeon, he's the only neurosurgeon on the Island, he's excellent, but he's got no relationship skills. He said he's excellent don't worry I'll be there. And so we did, and the operation was successful …
Support From_RemoteStakeholders_Collective decision/action involves peer support	… the Courage that I think was required by my husband and I at that time was crucial. We kept very cool, we kept very calm, we really worked together and I don't think that she suffered, she didn't just suffer any physical and I think that's because she was in the right doctor's hands, but there was no psychological damage. I think you see a lot of people in that situation, they might have broken up you know.
Post-Event Outcome_All strain and stress comes out after the event	And you know when she woke up after the operation, she'd had her hair shaved off, she had two big black eyes, she looked terrible. But you know, she was absolutely fine with it and we joked and she was good, you know. So I think that you need a lot of Courage in situations like this. It was after that that I did breakdown, but not in front of her. After the operation when everything was alright, all the strain and the stress comes out you know.
Support From_CloseStakeholders_from family	So I think you do need courage – in these very challenging situations it can be very difficult, but you need support
Emotions &Feelings_Feeling of loneliness	because when you're in such a situation normally it's very lonely, it's very lonely whether personal or other.
Post-Event Reflection_Drivers_Leaders to have support group who share his/her values and not yes man only	I think that's essential, and that's why I think you need to have a good support group around you, people that you can trust, people that you can respect, people who share your values – for Leaders is very important, and not being surrounded by people who just say yes. So I think constructing the right team of people around you is really important, yes.
Trigger_PersonalChallenges_Bad accident	We only have one child and she had a bicycle accident at a friend's house riding through the sugarcane field. … she fell badly and she hit her head on a rock, okay. It was only a half an hour before I was picking her up. She was 12 at that time and the accident happened around 30 years ago.

Story 3

CODE	QUOTATION
Trigger_Instability&Conflicts_Identity Clashes	And the woman on the security at the gate asked him if he could park outside, and he got completely mad and he actually insulted her, and told her that because he was not – whatever, yes. And because he had a coloured shirt on etc…he cannot be allowed. And that she was discriminating against him and who did she think she was to stop him coming in to the hotel. And she simply tried to explain to him that there wasn't any room left, and his name was on the list, but there was no room left although we'd given them a list of VIPs who could bring their car in this limited parking. He got very upset okay, and the whole thing sort of spiralled. I went to speak to him and really to calm him down because he was due to go into the conference to speak, and he turned around to me and said, but you are mere Colonial white, whatever, okay. And I said to him, Jean Marie, I think that's totally unacceptable, and I didn't do anything to cause this situation, because he said I didn't put his name on the list and I did it on purpose. I said to him, listen we're not going to talk about this now.
External Inhibitors_Support above was not obvious	So I initially have to inform the chairman and the board. And there is an emergency sort of board meeting okay, and the board decides that they will have a sub-committee not the whole board to sort it out which is fine, but at the first board meeting I was also expecting 100% support for what has happened. I didn't get 100%, I got 60/70%, but there were two or three people who were saying well we need to think about Jean Marie, and blah-blah-blah-blah-blah-blah and I was saying, wait a minute, what's going on here?
Internal Disposition_Disablers_Afraid of own reputation	Anyway there was a sub-committee, but what I'm thinking about is that what I felt at that time that there were two or three people who when it came to be challenged, they lacked the moral courage to stand up. They didn't want to have anything in the press, they said they were afraid about the reputation of the MIOD, but they were more afraid about their own reputation.
In a crisis, one can distinguish between those who have courage and those who don't	So I also learned a few things from that too. What I learned was that in a real crisis you can distinguish between those who have the Courage and those who does not have it.

Story 4

CODE	QUOTATION
Internal Disposition_Disablers_Barrier_Fear	We had to call a board meeting and I almost had to lock some of the directors in the board, because I had to go out with a press release okay. I said to them, this is the situation, … These are the accusations, the CEO could be arrested any minute, they could, okay. I mean they don't have actually any proof, but they could decide to and they did come to interview him. We've had three directors who already implicated in this affair and who will be arrested. Probably, I think we need their resignations, but we need a communiqué, okay. Our lawyer says 'no comment', I said, that's unacceptable. He said best to say nothing. I said, that's unacceptable, here's a draft I want you to approve it. Four of the directors wanted to leave. They didn't want to be there, they just wanted to leave –They didn't want to be part of any decision. They just wanted to run away. And I said, I am not going to lock the door, but I am going to leave you to make the decision, and I'm outside the door. And eventually they did and they approved the communiqué okay, but can you see that in those situations people literally wanted to run away. And these are big guys and so intelligent.
Internal Disposition_Enablers_PriorExperience_Tough experience lead to preparedness	So I think that it is in a true crisis that you see people – and you also in a true crisis you know who your friends are. So I think these are why these things are salutary, because you know who you can count on in it, once you've been in a crisis you know who you can count on. And once you've been in a crisis you know who are the ones that will stand up and who are the ones that will fall. I think that there is always a good side to these things…
Trigger_Instability&Conflicts_Scandal	When I was at RCL, and I was in charge of PR and Communication we had the Black Box scandal with XYZ….

Participant 12

Story 1

CODE	QUOTATION
Internal Disposition_Enablers_Values&Beliefs_Being ethical	… I think he's a very ethical person, and you know he sits sometimes in very difficult positions, being the spokesperson of private sector… I believe that he's a person who has always got a very ethical line in terms of how he treats things, how he sees things and I think that he's an example of the sort of ethical person. … Well I mean when you look at the way the government try to bend rules – I think the ways he deals with this is good and at times he has to say no.
Post-Event Reflection-Courage is not about	… but one also must understand that getting on with people is very

fighting with the other party	important, and Courage doesn't mean you actually spit on the face of someone on the other side. While it is not always easy, we can have consensus. In certain areas where you can't have consensus, there's actually no point in going out and looking for fights. Now there may be moments that you have to send people to hell, but you must also behave in a way that the person who you are relating to and the person you are talking to ("interlocuteur") in turn can come back and agree with what you've said. So Courage also means that you … have to be there to understand the person, and there may be some compromises, you might have to make, but you know, you've got to look for common ground. It is very important to have that open approach and not actually, you know, insulting people as it doesn't help.

Story 2

CODE	QUOTATION
Greater Cause_Interests of the larger community	… RCL.Ltd is and was a national company in those days and it was one of the important companies within the economy and we had an open policy in terms of recruitment, in terms of promotion and we were very much the first to do that, you know.
InternalDisposition_Enablers_Ownership and Independency_sense of ownership	And then we believed, or I believed that if we were going to be a national company we have to behave in a national manner. You have to actually open up to the whole Mauritian community.
Post-Event Reflection-How chinese were followed by Hindus and muslims	…I remember once in RCL we recruited everyone and we had quite a lot of Chinese. So in fact if you looked at it, the Chinese were the first in the way you know because they were the first to go and get educated and then they were coming back in the seventies and eighties. So a lot of Chinese were recruited. And then the Hindus and the Muslims came later you know when they actually saw how the Chinese were progressing …
External Inhibitors_Questions by some remote internal stakeholders	At that time, we were not getting great opposition. I remember one of the ladies came up to me in the canteen one day and said, what is happening, it seems that we are having a "chinese shop" here. Anyway, so I took no notice of her. So yes, that was some Courage. It's not a huge amount of Courage, but…
Support From_CloseStakeholders_Internal Support helped	But from my peers, managers or from the chairman or directors, we got support. This is why I say, you've got to actually always work towards consensus.
Leadership Skills_Importance of having a process	The problem of course is that some of the managers didn't believe in that, but you know, when we started having the recruitment, we had a process. So you have to get it through a process, and the moment you start the process then you get understanding. So that was a little bit of

	Courage.
Trigger_PersonalChallenges_Previous ways of living and grooming	… I was born in Mauritius. But then I was educated in UK and I actually worked for four years in the UK and then came back here when I was 26 or 27. And you know, I'd grown up in a different society where things worked differently.

Story 3

CODE	QUOTATION
Internal Disposition_Enablers_Values&Beliefs_Being true to oneself	… HTand T had been managing the black box. There was GR and YT also. And anyway, so HT was still the Chairman of XYZ, so we had the meeting and the board asked him to explain what had happened, and he explained what had happened and then having explained, we asked him to step down immediately. And in fact it was POS who took over. He was the Financial Secretary and a good guy. So the Board continued and then about an hour later he arrives back with HM who is his lawyer but also the company's lawyer. And HM said that this board meeting must stop immediately. So the Board then kicks him out and says, no, you've got nothing to do with this, you can go. … And then later on that day at sort of five o'clockish I'm called by HT and I go to his office and there's T and R there. And he says you know if RCL. Ltd will accept that they had taken the money there would be no problem. So I said, but HT I'm sorry there would be a serious problem, and secondly if we did take it, where is it? You know, frankly I cannot tell this – I'm not going to lie. …
Internal Disposition_Enablers_Values&Beliefs_Being true to oneself	I went back to my office and I got a phone call from a politician, and the name I'm not going to divulge. And he said could he come and see me, I say fine. …. So he came to see me – He said, you were very brave today. In fact there was another bit to this, there had been minutes of a previous meeting where HT had actually told the board what he had done, and then it came to the minutes, he had …., and I insisted that the truth we put. So the man – the politician said, you've been very brave today, but you're going to find your life becoming difficult– he said, you know I've been to have tea with the Prime Minister, and I've come to see you and you know, there is a few things that you need to do. …So I said, you know, what's the solution? He said, well the solution is you must say that RCL took the money. So I said, no, sorry but RCL didn't take the money. I'm not going to lie and I'm going to tell the truth…Whatever you say and whatever anybody else wants me to say, that's how it's going to be. And he said … today you've been brave, and in the future you're going to find it very difficult and I strongly recommend that you do what I've said. I said, I'll not do what you say, I will continue to tell the truth and please go. He left. I have basically not spoken to him since. ..So, I had a lot of pressure put on me then to actually take the sort of black box baby. Now was it Courageous, was it not Courageous to say NO. I don't know, but you know, all I know is

	that that having said no they then went away. I mean these were actually some very difficult moments.
Difficult Contexts_Threat from another person	…. He said you've been very brave today, but you're going to find that your life is going to get much more difficult in the future. So I said, you know, what's the solution? He said, well the solution is you must say that RCL took the money. So I said, no, sorry but RCL didn't take the money. I'm not going to lie and I'm going to tell the truth, … And he said to me, he said, your life is going to get very, very difficult in the future and today you've been brave, and in the future you're going to find it very difficult and I strongly recommend that you do what I've said
Difficult Contexts_Threat from another person	So there was six months of difficulty, but you know there was a moment in time that day where I was Courageous, because I was basically being threatened by the "power"
Difficult Contexts_Threat from another person	I mean I have to say I did get threatening phone calls etc
Greater Cause_Focus on institution despite pressures	And frankly I think the stand I took was good for RCL, because RCL did not – you know the Board of RCL were absolutely unaware of this black box. It was the system that was being abused and because it had been run for XYZ, for the politicians, by some RCL people… And you know, it was obviously very important for the survival and the prospering of RCL that this was the case. Now the moment you start playing all sort of games your credibility will go down…
Emotions &Feelings_Feeling of loneliness	During that time when I was facing all these kinds of pressure, I was alone in that decision.
Rationalised Decisions_Need to act smartly after rational thought	.. let's talk about management and crisis. This is a very interesting thing, most people don't understand about crisis management because it is actually a subject all in its own. So in fact the main problem we have, it wasn't really Mister "The Power", breathing down our necks. It was the press, because with everything coming out in the press, everyday there was a new element etc...
Rationalised Decisions_Decide based on rational analysis	And in fact I had my successor PEN, who had been in London previously. He'd just joined RCL. He'd been there a couple of years, but he was young. In fact, he had some knowledge about crisis and how to manage it. He said, you know, the most important thing is we've got to be ahead of the game, we mustn't be reacting we must understand what's going to happen or try to understand what's going to happen, and then we must take actions before so that we don't get caught short.
Leadership Skills_Importance of Communication in Crisis Management	So … we formed a small crisis team, …– and we met every day, we met twice a day some days to review how things are going – we followed the press, when we needed to communicate we communicated, when we didn't need to communicate we didn't communicate. We did a couple of press conferences if I remember.
Sacrificing Something_Personal Stake	I mean obviously my personal stake was high

Greater Cause_Focus on institution despite pressures	and the stake for RCL was high as it can pull down the company. We had Air France, agents and partners like South African Airways with which we had a whole lot of stuff already and we are sure, you know, that in fact integrity is all important. So the moment the company appears to lack integrity then there's a real problem and people pull out. So it was very important for the actual survival of RCL and the prosperity of RCL that we got over this. And that was very tough, and it did take some Courage. … Sometimes you can say, I did a take-over, we did this and we did that, but this one was in fact a battle for survival, it was a sort of rear guard action. It wasn't an attack it was a defence. ..
Support From_CloseStakeholders_From close community	At the time the Ex-Minister came to see me, there was not the crisis management team – We set that up afterwards. What I did is I wrote down everything he told me after the meeting. I then went to see my lawyer who is Mr GR and I explained to him what had happened, what I'd done, and he said, you've done the right thing… And I put the notes of the meeting in his safe. So yes, I did talk to some key person. …
Rationalised Decisions_Need to act smartly after rational thought	… you see JS told me something which I still remember. I remember every Sunday I used to go to Riviere du Rempart to buy the newspapers because every Sunday there was something new, and I remember the first Sunday it was terrible there was four or five pages about it. I'd talked to John, he said, you know, look this week is terrible, next week is not going to be good, the week after that is not going to be good, but he said in three months time it will be minimal – and then in six months it won't even be there, and that's very true . And this is what Lindsay Riviere once told me about another problem when we had and it was in the press. He said, one news chases another news, so in fact something is news today, it's stays by tomorrow and in fact you've got to be careful not to make things live beyond what they would normally live if you react wrongly.
Sacrificing Something_Personal Stake	DT resigned as chairman after two weeks, when all this happened. I think he's forgiven me now. He thought that we should have supported him, we couldn't support him. Now our relations are good, but it was not good for a while.
Support From_CloseStakeholders_From close community	So HN was away and in fact it was GEN who took over the Chairmanship in his absence. And with Roger's Board we used to meet once a week if not more and to report back. And you know he was supportive,
Sacrificing Something_Personal Stake	but you know one must add, I was well aware that I was a fusible that can burst out, you know. If you look at the actual situation – I mean the most important thing, the institution must be set right and in saving the institution there may have to be some sacrifices. And obviously I was in the first line of sacrifice as the CEO, which I was aware of. … It actually makes you work harder, because you know I had just started at RCL. I mean I've been there only for two years. You know, none of this was my making you know. It was something I had inherited. …
Greater Cause_Focus on institution despite	I mean the most important thing, the institution must be set right and in

pressures	saving the institution there may have to be some sacrifices.
Higher Authority happy that they are not at risk	So you know it was something from the past that had actually come back forefront. So that was obviously an added issue that – and …you know the Board of RCL okay, they were unhappy but they knew that they weren't at risk. Initially, you know the first thing that they would do is get rid of the CEO, and then they might get rid of perhaps someone else. So, in fact as I say, they were very glad it wasn't them; they were very glad it was somebody else's problem, and this somebody else was me….
Rationalised Decisions_Need to act smartly after rational thought	But still, in my favour is that I am a new CEO and I was certainly not around in aviation. I was in RCL but not in aviation, but yes, that was obviously a plus. If I had been there during my office then I would have been dead. But it hadn't been in my office. So, yes that was the most difficult business issue but you know I've always in my nature – some say I was confrontational which I am a bit….
Support From_CloseStakeholders_from family	At that time, I could not speak to anyone except my wife as my children were too young or was not here. Now my wife, yes. I mean I would talk to her about that everyday. She is a very straightforward person. So she supported me. Again I mean she could hardly do otherwise….
Support From_CloseStakeholders_From close community	but I must say the team that I had,i.e. the crisis team were also extremely supportive and extremely useful….SB was a clever guy, a bit of a maverick but clever, energetic you know, he knew what was going on. PEN as well, clever, not always brave. He was very happy that I was there, but he was clever and he was instrumental in sorting out the problems which is good…
Support From_Close Stakeholders_From close community	And of course the RCL' bigger team were very supportive. I mean okay they were shocked but at the end of the day RCL had an image which was very good in the public, which obviously took a blow. But the actual staff of RCL they took a blow as well, but there was some solidarity you know. They believed in RCL, they didn't want to believe in what the press was saying….
Post-Event Reflection_leadershipSkills_Importance of Communication	But all this happened because of the crisis team and the internal communication that was going on. Communication was very important and we did communicate. And we met, we put out communiqués…
Support From_CloseStakeholders_From close community	So in all there was a good support from RCL, from the board, from the crisis team, from the other directors,
Sacrificing Something_Personal Stake	but as I said at the end of the day it was my head on the block
Trigger_Instability &Conflicts_Conflicts	And the Chairman was HT and the CEO was VP, and the two didn't get on for whatever personal reasons. And in fact I was well aware that they didn't get on and I actually did offer myself as an intermediary.

Participant 13

Story 1

CODE	QUOTATION
InternalDisposition_Enablers_Ownership and Independency_Faithfull to my mandate	It was a very bold move. Maybe just too far ahead of its time and the people and other team members were not prepared to follow me down that route. But I don't think it is courage. Personally, I thought that I was just doing my job and I was just being faithful to the mandate that has been given to me.
External Inhibitors_Lack of Support	And the rest of the government did not follow and if sticking to the budget would have provoked a breakdown of the coalition at the time, which was what was going to happen, then the government would unfortunately have to back-pedal. So it doesn't pay to be out on a limb alone, it depends very much on the job that you have to do. So I thought that was one thing that had to be done, that was a bold move for that time.
Emotions &Feelings_Feeling of loneliness	During that time, I never felt as lonely as I felt then in my life. I did not speak to people at that time because I don't want to complicate things. I did not even speak to my wife as I think government matters you don't discuss.
Sacrificing Something_Living with the consequences of risk-taking	You can consult people on the way, but there are some decisions you have got to take alone, and once you have taken them you must live with the consequences, good or bad. I was not thinking at all when the budget was published that I have to back-pedal though we were anticipating some problems.
Rationalised Decisions_Thinking and problem Solving Skills	This is because if you don't change things so drastically – but I really thought that we were in the first year of a major change in government - and it was a question of doing it now or never. So if it is going to be unpopular, you do it in the first year, and after that you coast along and lives with the unpopularity until the next election comes around.
Sacrificing Something_Personal Stake	Unfortunately, the coalition started breaking up and was the problem. If it was a single party government, I am certain it would have probably gone through because the name of the game of any government is survival first and foremost. So if the government collapses because of whatever budget sort of wanted to achieve and the budget is not changed, there will be problems.
InternalDisposition_Enablers_Ownership and Independency_Faithfull to my mandate	But, generally I never thought to myself as showing Courage. I was just doing my job, doing what the situation called for. But even other people tell the same thing. Courage is seen by the external people not by the person doing the act. That was my duty to do that and whether it gets through is a different thing. All the time that's what I have done. People may or may not like it, but I

	am giving it my best shot. If after the event you find I made a mistake, well just too bad. That is what I knew best at the time.
Post-Event Outcome_Wake Up Call	When I think about this event, well obviously it was a wakeup call to me, but, I learnt the reality of coalition politics which is something that I had no interest from inside before, and coalition politics I think is here to stay in Mauritius. So it has its own sort of requirements that you have got to live to, so it was a Crash course in coalition politics.
Sacrificing Something_Living with the consequences of risk-taking	So it did not sort of make me bitter or anything, not at all, not at all. Once I understand where these things are coming from, so I live with it, so we just do "turn the page" and you move on. It doesn't matter if you failed at something, each time you fail you get up and try again. That is what we call resilience. And you learn from each mistake you make.

Story 2

CODE	QUOTATION
Trigger_Change_Taking on a new responsibility	When I nominated to the bank here since the beginning I had had a succession of problems. On the first day of my nomination the then Minister of finance resigns.So we started off on the right foot, and when I actually came here, I had a Board appointed by him. In the meantime the Board came after me now.
	And I am the (only CEO in this sector) who has been taken to court by his Board. There is no central bank [inaudible] [0:16:14.7] CEO – Theoretically it was the Bank of Mauritius versus so and so.
External Inhibitors_Lack of Support	The board had acted illegally, but the board believed that they were acting legally because they had the majority. And my second deputy voted with the board, my secretary supported the board, so I was in the minority with my first deputy CEO. With my first deputy CEO, everybody wanted our departure. They actually gave a press conference on the pavement to ask for my departure –
	The Fact Finding Committee is established just after that while court cases were going on there where I have been sued. The staff and the unions also had a case against me because they claim now to be depressed because of so much negative coverage at the bank in the newspapers and they never had this before. So I had staff unions against me, I had the deputy CEO against me, I had the minister of finance against me, I had the press against me, I had my board against me,
InternalDisposition_Enablers_Ownership and Independency_Sticking to the law or rules	so I stuck to what the law says I should be doing. I don't write the laws,

	so I stuck to the law. However, I don't think it was Courage, I was just being faithful to the law, faithful to the mandate I had been given, to the mission that I have been entrusted. You can call it Courage, some others can call it obscenity – Others have called it arrogance but whatever it is, if it is stubbornness or arrogance it is supported by the court of law, by the supreme court.
Support From_CloseStakeholders_From close community	When all this was going on obviously you get support but I stayed away from ministers.
	But obviously I had support from people perhaps, support from all my circle of friends, most of them. Not all were telling me that I am doing the right thing. Some did tell me that perhaps I must tone it down a little.
InternalDisposition_Enablers_Ownership and Independency_Sticking to the law or rules	This did not have any influence on me though. For me, you Change the law and then I will tone down. By power of the law, if you change the law then there is no problem.
	We had all kinds of friends who show up that said I know you and I know RS or I know XD and you can't do this. I said, I have no problem with that, so you want to meet him, you'll have to meet both of us, but we already meet each other. We just disagree that is all. Meeting each other that is not a problem, right. So our problem is on that, our problem is more fundamental. Change the law and I will act differently, but so long as the law requires me to do this, and I'm the only person in the country who is supposed to do that, because nobody has this mandate and authority and legal right to do it, I have got to do it. If I don't do that I'm failing everybody in the country. And if you think I should not do that anymore change the law.
External Inhibitors_Campaign against me	And I said that the meeting when it was held was illegal. Where they want to give their press conference is their decision but the meeting was illegal. So I sued them, we went to court and I won. But that happened at the same time that RS continued his campaign through the press, through the private sector, that I am doing the wrong things, that I am mad. So he started another campaign and since that thing is not going anywhere, then he change the game a little. He said that this man is making wasteful expenditure, he is drinking champagne all day and all night, so all types of things and people buy it as it makes news.

Participant 14

Story 1

CODE	QUOTATION
Greater Cause_Having a Mission/Purpose in life	Why is it that I decided that I have a mission to do, I have a purpose and I want to do something and others did not do that?
Internal Disposition_Enablers_PriorExperience_Upbringing from parents	The first reason is linked to my family contacts, and probably with my personality which is a resolve of my culture and my family contacts – my grooming. So when I learned I was HIV Positive I thought I could not keep that to myself and leave it a secret and it was something important, we were in 1994, there was no medication it was a kind of death sentence.Well I was expecting some very hard moments and therefore I was far-sighted or realistic about the fact that I would have needed my family and friends support. You know, I immediately disclosed to them, to my relatives, my friends, my family, to the people who count for me.
Support From_CloseStakeholders_from family	And I never had any rejections or ideology, I had tremendous support and care and non-judgmental approach and really supportive people around me. That is one factor. The second factor is also linked maybe to my family.I am not from "a big shot white" family like you say in Mauritius, i.e. someone who is super rich. But I come from a family which is OK. I had a roof under my head and it's my house and I have a supporting family who said to me, "Nicolas, we are here, if you need anything we are here, you know, don't you worry about all the medical aspects of HIV".
Situational factors-My mum was French	The third contextual issue was that my mom is French, therefore I had double nationality…. and at the time there was no medication in Mauritius, no doctor, no one and actually the doctor who chatted to me about it he said to me, Nicolas well, you have French passport, so go to France or Reunion or go to India if need be but don't stay here as there is no possibility to follow up. So that is what I did.
Trigger_Other Environmental Influences_Inspired by what others are doing	I went to Reunion Island when my immune system start to get weaker and I had to start medication. It was actually that who gave me the kick to start what I have done, because when I was leaving Mauritius I said to myself, well okay I am going to Reunion to try to fight this blood virus with some excellent doctors and treatments, although the treatment was not that good at that time, but it will still be a kind of "lost battle" - I was going there but okay, but with not real hope you know. I was going to go there and die there, and I was angry about that. I said my country is Mauritius and if I had to die I want to be there with parents with my brothers, with my friends you know. So I was not happy about the situation and in Reunion Island, I met there amazing people, among whom, people living with HIV who were engaged in an organisation to do support - peer support amongst

	people with HIV, but also advocacy…. So that was an eye-opener and I said wow!, that is something that talks to me and it came to my mind very quickly that well this is what I want to do, even if I'm going to die within five years, I want to give on my life, I want to give a purpose to what is happening and to me because before that I was a cabin crew with a very easy life with no worries, no problems etcetera. And now I am confronted to a different reality and you see how much there is to be done and a simple action can make a huge difference. So I said well let's go for it.
Internal Disposition_Enablers_PriorExperience_Upbringing from parents	So why do you have the Courage? Because I think I didn't have any stigma, discrimination, I didn't have to fight to get medication or medical help. It was there. So I had the luxury to be able to think about something else. To go a bit up the level of the basic needs. I know lots of people in poor or middle-income countries where you didn't have the treatment. Therefore you have to focus on your health, you have to focus on doing your work, not be fired from your work because you're HIV Positive. You might be scared of your family rejection, you might be scared of all these material things. I did not have these problems.
Greater Cause_Having a Mission/Purpose in life	So I have this opportunity to think of some more extended challenges/issues like what is the sense of life? Why am I here? … what am I going to do with the time that He has given to me, because I'm not going to die by tomorrow, but in a couple of years or maybe more, so what is the sense of all this? And I am asking myself questions, and I have the answer and it came, it was very clear, so well you can, let's go, let's do it, and we started very small, but I felt and I am feeling that energy of conviction about what I am doing. I know why I am waking up every morning, you know there's that energy
Internal Disposition_Enablers_Self-Consciousness_Self-conviction	So there's a huge energy, sometimes you're tired, sometimes you are just lazy, it happens like for everyone, but when your conviction is strong and you think that what you're doing is good, well you catch up
Support From_CloseStakeholders_From close community	and you are then always surrounded by conducive people who helps you in that Mission.
Taking the right decision at the right moment and contexts	So I don't think I'm a super Courageous person. I was just making a right decision at the right moment, and contextually with some facilities that you know, bring that crazy ideas of doing some social work to mankind.
Greater Cause_Interests of the larger community	It is not like social work. It is more about the rights of people, it is more about making a society or a country change for lack of suffering, for more equality, less discrimination and you know when you are talking about HIV we are not talking about only a medical issue. You have to tackle lots of issues like prisons, sex work, and having sex with men, drug use especially in Mauritius and all these issues pertaining to repression, criminalization, human rights. Therefore, I learnt a lot, and you never get tired because it's never

	boring as it's so wide that there's so many things you can do …
Internal Disposition_Disablers_Barrier_Fear	When I started that many years ago when I got that idea from Reunion, I was scared, I was scared – Not to visit drug addicts etc... What I was anxious about is that from the moment that I realised that I am going to go in that direction, I realised that my private life was going to be different, that very soon I will have to face the public eye. I will become a public person very quickly because you have to use the media; you have to communicate for a while.
Rationalised Decisions_Thinking and problem Solving Skills	And it was clear for me that in that struggle the fact that I was HIV Positive was an asset - and that I had to share that, so I would have had to talk publicly as someone who is living with HIV. Therefore knowing Mauritius and knowing they wouldn't have the contexts, it will be something, a shock to die.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	In my experience, I remember exactly the moment, the precise moment where I said, yes okay that's where I'm going to go. It was crystal clear, crystal clear, so clear that I was you know shaking and I was nervous, and I said okay, so I cool down and I write down, I put my ideas on the paper because otherwise I could not go to sleep, and then the next day I woke up I said well yesterday at night I wrote - I read what I wrote and I said, who is this? It was clear, and I you know step one, step two, step three, step four and things unfold so quickly and with so much support it was like all the world was conspiring for me
Internal Disposition_Enablers_PriorExperience_Prior preparation	However, my past experience of cabin crew helped me to overcome that - I had a little bit of fear, you know, so that also helped to overcome that shyness and still I tried to preserve a little bit of intimacy. But it's tough you know, when you go to the super market, you walk on the streets, people recognise you even. So you always had to behave in a certain way.
Support From_RemoteStakeholders_From unexpected persons	It was not that problematic because I had really good support and people's reactions towards me whether it's being in super markets or whatever it is, some anonymous people, it's always positive: "… Nicolas, it's a great job, carry one.." You know it has always been supportive messages. …
Trigger_PersonalChallenges_When I learned I have a serious disease	So when I learned I was HIV Positive I thought I could not keep that to myself and leave it a secret and it was something important, we were in 1994, there was no medication it was a kind of death sentence.

Story 2

CODE	**QUOTATION**

External Inhibitors_Being branded by outside stakeholders	In that new life that I am having since last 15-20 years that I have been directing NGO P and engaging with society, other NGOs, people working, drug addicts and so on, I was labelled like most people put labels all the time on other people.
Internal Disposition_Enablers_Self-Consciousness_Self-conviction	I did find the strength internally because I know why I am here and I am convinced about what I am doing and it is this conviction which helped me.
Internal Disposition_Enablers_Spirituality_A feeling of spiritual push rather than courage	Then of course sometimes although I'm not someone who is going to Church or practicing any dogma, religion which is systematic (I've been raised in a Christian family) , I do have a feeling that there is something beyond and that in tough moments I am you know, seeking energy from another source, and I receive it. Is it because of the Cosmos or whatever or is it just I don't know, you know, a little bit they helped you to get rid of the nervousness, or is it direct support from Angels watching you, I don't know, but I also get that energy to carry on.
Support From_CloseStakeholders_From close community	… also when I am facing or you are about to face a difficult moment I always seek support from people around for advice. I share you know. I don't think I have audiences and when they say something tough I'm seeking for advice what you think, how we should proceed. I have my own idea but then it's fuelled by all those other views and here we go.
Internal Disposition_Enablers_Values&Beliefs_Passion and Enthusiasm	You know when the Prime Minister calls you in his office or a Minister when you are a young activist and you are just shaking and you're nervous but it also depends on the people having the capacity to make you feel at ease. First time public speaking as well was very nervous and difficult, but when you have the passion of your conviction the nervousness goes on the side.
Support From_CloseStakeholders_From close community	When I had a few, very few cases of abortions, infections or some health issues that make me a little bit nervous, I shared that anxiety with the people around me and so I had the support and then I had the trust with the doctors who were following.
	Another one was when NGO P had a difficult period one or two times, in terms of access to resources or a situation that was making the NGO fragile at the time, but then again I did not try to resolve that situation on my own. It was sharing the team - what can we do where you know, seeking advice from other people, talking, listening, putting ideas together.
InternalDisposition_Enablers_Perseverance & Focus_Being focussed and with perseverance	So this is part of the package, but someone who is not convinced by what he does can be impacted as well by these attacks and I am impacted sometime when I feel hate or very negative situation, but then being honest about what I do, being clear into the organisation, I'm not trying to cheat the system but to change the system maybe I've not impacted that much you know, I'm disappointed. I can let you down because people are trying to eat your energy, but then you are pushed again and you go that's all.

Story 3

NONE

Story 4

CODE	QUOTATION
Internal Disposition_Enablers_PriorExperience_Prior preparation	When I disclosed my HIV status, people had said that I was a very courageous, but as I said to you it was for me very clear from the start that I am going to do that. So I prepared myself a lot and I talked to my parents, I talked to my doctor and said, what do you think? They said you know, are you sure you want to do that? Don't you want to wait a bit? …
[Trigger_PersonalChallenges_A feeling of anger	At the beginning I was not happy with their reactions - I was a bit angry because for me, why do they want me to waive that disclosure. I think it is important and these people around me were white people that I trust you know, I trust their expertise, I trust what they said to me. I was then young: I was 25, 26. So I waited for five years before I disclose publicly.
InternalDisposition_Disablers_InternalDiscomfort	Lots of journalists came to me and said to me and said I want you to meet people with HIV, you know, and I said to some of them, well, listen, I am living with HIV, but I have decided not to talk about it right now, I will. Please respect my choice now and when I will, you will be informed. They said okay and they all did you know. But when I was on a radio programme and people was calling and say, oh you know, how do people living with HIV react in this or this situation? And I said, I always believed we are all people living with HIV… So it was weird…So I was uncomfortable because I was feeling kind of dishonesty "for not saying the truth". And for me honesty is so important. But people wanted me to say, oh watch out, you know, being public about your HIV status changes a lot of things.…
Internal Disposition_Disablers_Barrier_Fear	And of course inside of me I had a few internal stigma. I had fears.
Trigger_Other Environmental Influences_Inspired by what others are doing	Then I went in 2001 to a workshop in Trinidad and Tobago. Trinidad and Tobago was my first conference on people living with HIV. At that time I disclosed only to the people I was working with, not publically. There, there was a two day workshop on internal stigma, and meeting people from all around the world was amazing. And one of the questions people were asking is, okay, if you - tomorrow you disclose that you are HIV Positive, what is the reason why you're not disclosing? Try to put it on the paper why not? What can be different and what will be your strongest fear you know if you disclose, and actually my strongest fear at that time I think was to lose my job. I was with XYZ, back to XYZ on a part-time basis. I was really happy about the situation because it allowed me to go and then to work for NGO P, have a part-time work that gives me a bit of money, be able to fly and see international contacts which is a help. It was a perfect situation. I

	did not want to lose that and I tell you that is the reason why I did not want to disclose publicly. And then the workshop was so good. First of all I realised that there was a process here in that Conference that helped me to decide to disclose. In that Conference there were people who was coming from background who are extremely difficult, people from Haiti, people from Uganda - and we were talking poverty here, people who want to change their country. I was really impressed about their Courage and you know, wow and I'm just afraid about XYZ firing me! …If you believe in what you do you have to do it - if XYZ wants to fire me, I'll sue them, no worries for discrimination you know. So when I left the conference it was quite clear that I had to disclose.
Rationalised Decisions_Process to help me	And then the workshop was so good. First of all I realised that there was a process here in that Conference that helped me to decide to disclose.
Greater Cause_Being a role model	So I thought well that is the moment. Now I had to talk like someone living with HIV to say, people listen, look medication works, I have taken this medication since 1995 we're in 2001 and it works. So it's another good reason to say, guys go do your tests and if you're HIV Positive there are treatments that work. So that was a good reason, so I did it. I did it on a meaningful anniversary.
Support From_CloseStakeholders_From close community	When I came out of the Trinidad conference I did went to speak to my doctors and people around me about my decisions. They realised that I was ready. I spoke to only my Doctor and I said I did not want to talk to too much people.
Internal Disposition_Enablers_Self-Consciousness_Self-conviction	To conclude, it is definitely conviction that leads to courage
Post-Event Reflection_Emotions_A sense of satisfaction	…but then you realise for instance that I have been advocating for methadone therapy since 1997, it was effective in 2006. It took a long time, but you know it was a long process as well, but then you ask what is the consequence of that? Today on a community estimated of 10 000 people who inject drugs, you have 6 000 who are taking methadone. So this is 6 000 people that are not given money anymore to people who are controlling the traffic.
InternalDisposition_Enablers_Positive & Forward-Looking_Clarity of Purpose	but as I said to you it was for me very clear from the start that I am going to do that

Story 5

CODE	QUOTATION
Difficult Contexts_Threat from another person	In 2007, as more drug addicts are taking methadone, they are no more giving money to these drug traffickers. So this is a lot of money - we're talking about Billions of Rupees

	less for the traffickers, so I think you know, people are going to say, well this little white boy and his team is causing trouble to the traffick and we are going to make him pay for that. Furthermore, as I am also at the origin of the Rainbow Parade in Mauritius, a very conservative island where everything related to gay/lesbian/bisexual and transgender is a huge taboo we got death threats fuelled by those extremists. Some extreme people were sending death threats on Facebook or letters or phone or text to me or to the president of Rainbow College. So we had private security in the march walking around me all the time, but ok they are here during the parade, but during the day when they are actually gone and when I am walking in the street, you can have others coming from anywhere.
	But recently last two years ago as well the threats came back, not directly directed to me but I can be in the scene because as an activist I am someone who wants to impact and change society, to believe in more equality, less discrimination and to believe that well we have to change a few laws and few laws changed finally. Some people don't like that, some people hate that. They want you to believe like 50 years ago and that you have the Sharia or you have this way of doing things. So I can be a target you know. So when you think about it who can you trust? …
Rationalised Decisions_Thinking and problem Solving Skills	…I do what I have to do. Of course, I am not provocative just for provocation. It is always evidenced based. There is always a reason why we are doing things. So I am ready to engage in dialogue with anyone and it works. I don't want to change people, I want to change society for the best
Internal Disposition_Disablers_Barrier_Fear	…and maybe I am wrong, and if I am wrong tell me why I am wrong and let's talk about it. If I am wrong I will accept for sure, but then I am not in that fear all the time. Otherwise, you don't do anything: "Fear kills the mind ". Fear kills your spirit, fear kills your thinking and you have to overcome the fear, you have to face the fear and to overcome it then.
Rationalised Decisions_Need to act smartly after rational thought	Therefore, one has to be conscious of what happens around you, not just being just innocent and say that doesn't work. You have to be realistic but then you have to say okay that might be a risk or that might be a situation where I am afraid and you say why am I afraid of, and know what you are going to do to be able to overcome it. To conclude, there is this french saying something like that "Only those who do nothing does no mistake"..."Doing mistakes form part of life". You need to do things and you can make mistakes.