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Leadership and culture in an Agile Framework in a South African Financial Services Organisation

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DECLARATION

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

Merlyn Gerard Jaftha

Signed at Parktown on the 29th day of March 2018

DEDICATION

In dedication to all who enrich my experience in my journey to obtain the Master of Business Administration.

ACKNOWLEDGEMENTS

To everyone who has supported me in my pursuit of knowledge; thank you. To those that provided me with opportunities, assistance, and friendship to enable me to pursue this journey; thank you. Your faith made me strong; when I was weak. Your prayers carried me.

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ABSTRACT

Banking in South Africa has changed over the last decade. This change resulted in how traditional banks operate and how they service their customers. Banks are under pressure to produce software products fast and use the agile methodology because they promised quick turnaround times. This study was initiated to establish the preferred leadership characteristics and culture to support self-directed teams to operate effectively using the Agile Framework. This study used a deductive approach.

During the last ten years, Fintechs have taken advantage of a drop in the barrier to entry in the financial sector. Traditional banks were compelled to review their operating models in the face of increasing competition from Fintechs, who could roll out digitized products to market faster and cheaper than they could.

The four traditional banks i.e. Standard Bank, Nedbank, First Rand and Absa have to find new ways to stay relevant in this competitive market. This means that they have to change their operating models, structures, and implementation methodologies to deliver products and services to customers.

The traditional bank's Information Technology departments were pressured to improve efficiency and speed. They simultaneously had to manage cost controls and capital expenditure. The traditional banks were obliged to review their Waterfall Methodology and introduced the Agile Framework.

The Agile Framework enables organisations to speed up the delivery of technology products. The improved throughputs are due to improved intra and inter group dynamics. The experience at Standard Bank provides a good example. The Agile Framework is based on a common vision, team empowerment, and knowledge sharing. The implementation of the Agile Framework requires a complete leadership style change and cultural shift across all teams within organisations.

In order to get the best out of followers in self-directed teams, effective leaders have to connect with people emotionally, culturally, and spiritually. Leaders therefore need to be transformational leaders in these self-directed teams who leads with the head and heart.

The findings of this study indicate that a Clan Culture in a team is the key to unlocking leadership to influence individuals in the team.

A closer look at the findings of this study supports the link between leadership and culture in self-directed teams.

SECTION ONE: INTRODUCTION

1.1 Contextualisation of paper

The traditional banks in South Africa have changed how they operate over the last decade according to the Price Waterhouse Coopers (PWC) Retail Banking 2020 report (PWC, 2014). The evidence is visible in the variety of products and services offered to the banking customers. The changes in products and services are mainly due to the increasing sophistication of customer requirements. Banks use technology to provide services and products on handheld devices and other channels for example internet banking and telephone banking (Accenture, 2014). This technology is also available to small financial services providers (Fintechs).

During the last ten years, Fintechs have taken advantage of a drop in the barrier to entry in the financial sector (Fripp, 2016). These new entrants do not carry the burden of legacy systems and processes; which means they can compete without the huge capital outlay. The Fintechs threaten traditional sources of banking profit by providing sophisticated services to customers faster and at a lower cost of operation (Accenture, 2014). Traditional banks were compelled to review their operating models in the face of increasing competition from Fintechs, who could roll out digitised products to the market faster and cheaper than they could.The introduction of digitised services like pre-booking of deposits, online loan approvals,and the online opening of customized products dropped the barriers to entry (PWC, 2014).

The Fintech players entered the market through capitalised lower cost models in order to gain the market share (Accenture, 2014). The Fintechs further identified gaps in the traditional money services offerings with more personalised and affordable offerings (PWC, 2017). Furthermore, it is expected that this trend will continue as players in this industry look for different avenues to grow their share of customer's wallets (PWC, 2017).

Fripp (2016) agrees with the PWC (2014) survey that banks are under attack from the non-traditional financial services providers. The four traditional banks i.e. Standard Bank, Nedbank, First Rand and Absa have to find new ways to stay relevant in this competitive market. This means that they have to change their operating models,

structures, and implementation methodologies, to deliver products and services to customers (Fripp, 2016).

The typical banking customer is price sensitive and willing to shop around for better products and services (Accenture, 2014). Customers prefer customized products, on a variety of channels that adapt to the customer's life style (Forbes Finance Council , 2017). Banking customers are more informed and more selective. Banks therefore need to respond to customers timeously.

According to IQ Business (2012), the traditional banks' operating models are under pressure from non-financial services providers, such as retail and commercial companies. Accenture in 2014 conducted a survey with various banks (Accenture, 2014). Their survey yielded the following results: 27% of branches will be digital; 71% of banking by customers will be transactional and not relationship driven; 51% of customers of the banks will require banks to be more proactive in their products; and 48% of customers require increase in real-time forward-looking spending analysis (Accenture, 2014). Standard Bank branch transactions declined to less than 5% in 2016 due to the increase in mobile traffic growing 100% a year. 825 million transactions worth R430 billion were processed through the Standard Bank Banking application in 2016 (Fripp, 2016). This means that 95% of Standard Bank transactions are being made electronically (Fripp, 2016). Based on these statistics, it is clear that the traditional banks face challenges due to the developments within the industry.

The banking industry traditionally used the Waterfall ProjectManagement Methodology to deliver products to customers. This methodology is a linear, sequential phased approach. Traditionally, this is a non-iterative method used in the design of a product or a service (IQ Business, 2012). This is a systematic approach; which suited the traditional way of working in banks.

Design activities are executed in a cascade of structured steps (Gabry, 2017). The progress tracking on a product or service development flow, in this framework, is essentially in one direction only (Gabry, 2017). The Waterfall Methodology is structured and rigid hence the adoption of the process by Banks (IQ Business, 2012). Banks relied on the waterfall approach to determine group dynamics and to reinforce a culture of security.

The waterfall process advocated the adoption of a phased approach (Project Management Institute, 2010). These traditional phases are known as the conception phase, initiation phase, analysis phase, design phase, construction phase, testing phase, and deployment and maintenance phase (IQ Business, 2012).

Banking managers relied on the waterfall approach to encourage group dynamics that created a culture of security; allowed very little to no autonomy; and advocated lack of power or authority among team members (PWC, 2017). As a result, the sense of ownership resided with the leader, rather than with the team as a whole (Accenture, 2014). In the banks, information technology departments were pressured to improve efficiency and speed. They also had to simultaneously manage cost controls and capital expenditure. The traditional banks were therefore obliged to review their Waterfall Methodology and introduce the Agile Framework.

The Agile Framework enables organisations to speed up the delivery of technology products. The banking industry in South Africa adopted the Agile Framework in order to ensure that they stay relevant in the market (Accenture, 2014). The Agile Framework is a particular approach to implementing solutions, services,and new products in various industries (Agile Coaching Institute, 2016). The framework enables organisations to respond to the unexpected changes of a specific customer offering for a customer in the market (Gabry, 2017). The framework uses incremental and iterative work sequences that are commonly known as sprints in order to increase productivity.

The improved throughputs are due to improved intra and inter group dynamics. The experience at Standard Bank provides a good example. Delivery is much quicker due to the function of self-organising teams. Improved integration obviates rework. The Agile Framework is based on a common vision, team empowerment, and knowledge sharing (Dikert, 2016). Adopting the Agile Framework has assisted the transition of the traditional banks to new product and services in a digital era. Changing to the Agile Methodology enabled the traditional banks to remain competitive and relevant in an increasingly challenging environment.

1.2 Perceived Benefits of the Agile Framework

The Agile Framework allows a more adaptive approach on the delivery of key financial objectives (Gabry, 2017). The Agile Framework promotes efficiencies by encouraging collaboration and provides greater autonomy to the people within the organisation (The Illustrated Agile Company, 2017). Below are graphical illustrations and explanations of how the Agile Framework enables organisations to realise benefits (The Illustrated Agile Company, 2017).

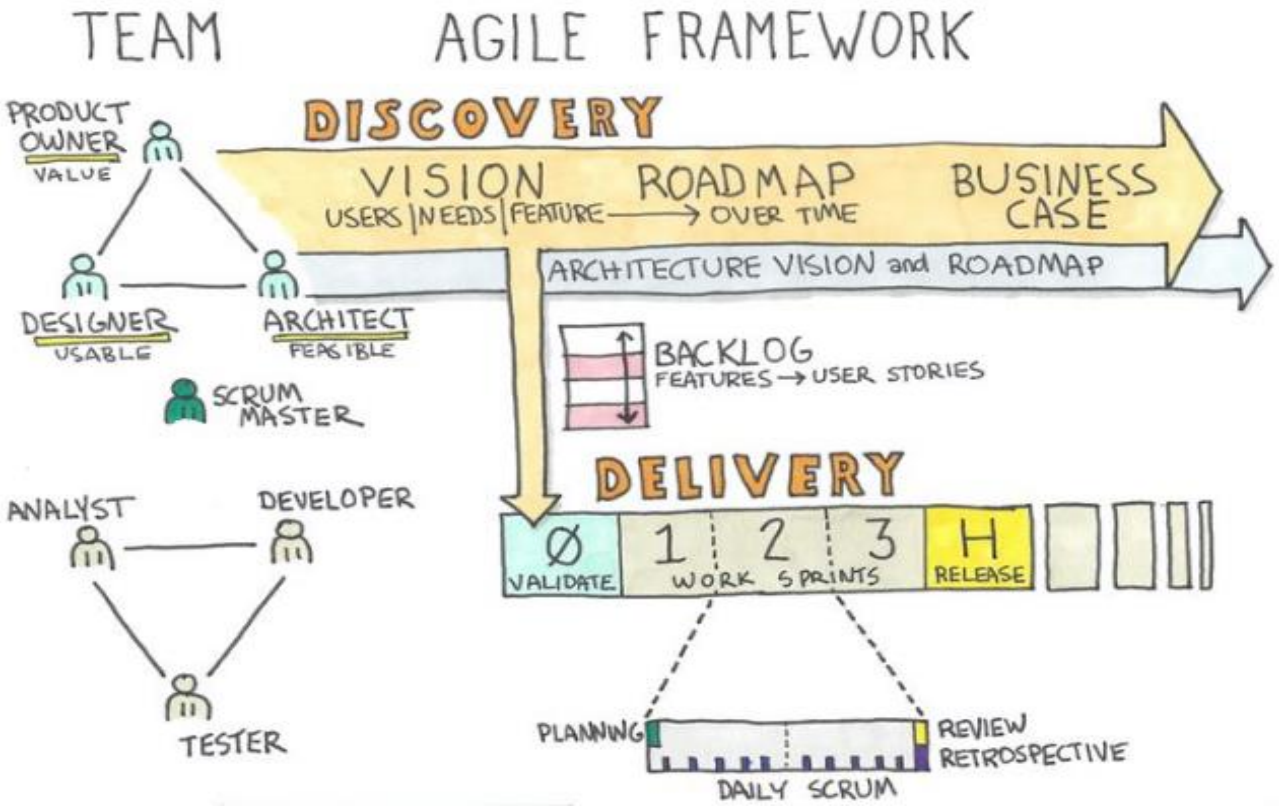


***Figure 1*.The discovery and delivery path**

Source: (The Illustrated Agile Company, 2017)

The discovery path (in figure 1) illustrates a triangle consisting of the product owner, solution design, and architect who defines what needs to be delivered. The triangle interaction allows continuous discussion around feasibility, value,and usability based on the vision and organisational goals. The triangle consisting of the product owner, solution design and architecture always need to be aligned on what needs to be delivered as per the business case with agreed priorities among the discovery

stakeholders. The process then repeats itself when a new business case is derived on which product or services must be released to the customers.

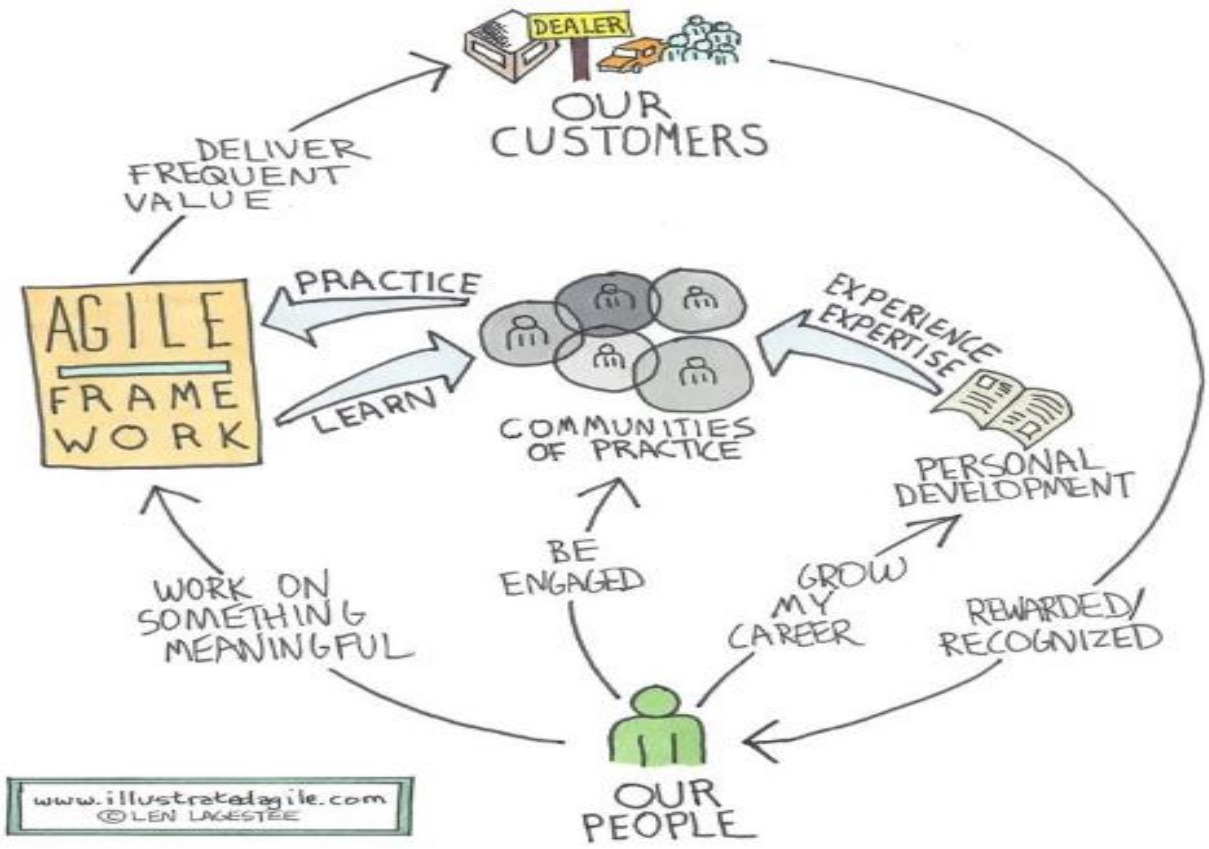


Figure 2. **Agile Delivery Team engagement model**

Source: (The Illustrated Agile Company, 2017)

The delivery team is a small team with not more than 10 people that engage on a continuous basis. The purpose of these small feature teams is to deliver value features regularly, assistwith iteration learning, reflect and change.

1.3 Problem Statement

As banks increasingly produce digitised products, they depend on the Agile Framework to improve the speed of delivery, flexibility to manage changes,and responsiveness to customer demands (Fripp, 2016). However, organisations are unlikely to achieve the successful agile transformation by simply following a rigidly defined set of Agile structures (Brock, 2016). The implementation of the Agile

Framework requires a complete cultural shift across teams, structure,and processes within organisations (Brock, 2016).

The pressure to deliver results leads to complications in the relationships between team members. These complications include lack of accountability and ownership. Team members feel overwhelmed with the level of autonomy demanded. They may not be ready to manage decision-making responsibilities. The Waterfall Methodology granted little to no autonomy to teams, neither did it grant authority to make decisions. There was absolutely no accountability required from individual team members in the Waterfall Methodology (Gabry, 2017).

During a fast-tracked implementation of the Agile framework, the lack of change management becomes evident (Cunningham, 2015). One of the biggest challenges is the strong organisational cultural resistance.The Agile Framework requires feature teams to work together, make decisions together, and it needs to be sustainable for future survival within the bank. Transitioning from traditional Waterfall Methodology to the Agile Framework has challenges.

In these agile teams, the Agile Framework implementers encourage certain team dynamics that can be adopted or neglected through the transition period (Cunningham, 2015). This creates confusion in agile teams (Cunningham, 2015).

1.4 Significance of the Study

This paper is an interpretative study of the Core Banking Transformation Program at Standard Bank. The study seeks to evaluate the preferred leadership characteristics to enable self-directed teams to operate effectively and secondly this study attempts to identify the preferred culture that would support the self-directed teams to succeed.

1.5 Research Objectives

The question that this paper seeks to answer is: What essential characteristics are required for self-directed teams to operate effectively whilst utilizing the Agile Framework when developing customer banking products?

Therefore, this paper will identify the following:

- The preferred leadership characteristics that will enable the self-directed teams to operate effectively.
- The preferred culture that will support self-directed teams to succeed.

The purpose of this study is to identify the preferred leadership characteristics and preferred culture required to operate effectively in these groups.

1.6 Research Design

This study employed qualitative research methodology. The qualitative methodology enabled a way to determine principles of the collection, analysis, and management of data. The researcher conducted questionnaires through surveys in the identified teams. The researcher conducted one-on-one interviews with senior management at Standard Bank. The purpose was to determine what leadership characteristics and cultures they, as managers, believe allow self-directed teams to operate effectively.

1.7 Delimitations of the Study

The study focused on preferred leadership characteristics and culture to support self-directed teams at Standard Bank. The study focused on a number of senior managers and various role players in the feature teams in Standard Bank. The preferred role players as part of the study were the feature analysts, testers, developers, and integration managers.

1.8 Assumptions

The respondents in the sample are various role players in the Standard Bank feature team constructs. The roles of the respondents are senior managers, integration managers, testers, feature analysts, and developers. Using a small sample limits generalizability across the banking industry; however, the methodology should enable replicability. The number of participants targeted is 20 which is adequate to achieve saturation and derive meaningful themes. Senior managers during the interviews showed integrity and contributed meaningful data in the interviews. We did not

encounter any constraints that related to the willingness of these senior managers to discuss their experiences. Although the confidentiality of the participants is safeguarded, the loss of participants' could place the validity of the study in jeopardy as they are not prepared to share information and their experience.

1.9 Outline of the Study

The research paper consists of the section 1 that looked at research problem, the context, and possible impact of this paper, the objectives, and the justification. Section 2 focused on a literature review. This is followed by section 3 which focused on the research methodology utilised, the research design, population,and approach. Section 4 then presented and discussed the findings of the research, the data analysis, actions, interviews, and questionnaires. The last section, section 5, consisted of the implication of the research with recommendations and conclusion.

1.10 Conclusion

This section provided a foundation for the following section by describing the business problem and the scope of the study. The discussion provided the concepts that will be used in the following sections. In this section, the researcher highlighted the challenges identifying the preferred leadership characteristics and culture of self-directed teams using the Agile Framework. In addition, the researcher focused on the transition from traditional Waterfall Methodology to the new Agile Framework. The researcher then briefly outlined the background of the Agile Framework.

The proposed research methodology was summarised. This paper will explore what are the preferred culture and leadership characteristics required to enable self-directed teams agile teams to succeed.

SECTION TWO: LITERATURE REVIEW

2.1 Introduction

The traditional South African Banking industry for many years struggled to maintain, respond, and adhere to consumer demands (Fripp, 2016). The struggle is due to the unpredictable nature of the economy with the turbulence felt in the financial industry (Forbes Finance Council , 2017). This lack of responsiveness is made worse through the history associated with the legacy systems in place at traditional banks and the time to respond to customer requirements (Gabry, 2017). In the last decade, South African Banks are challenged significantly to respond to the customer demands (PWC, 2014).

The South African banking industry realised in the last decade that efficient delivery of customer requirements and the ability to be responsive to the ever-changing economic strategic landscape enable them to stay competitive (South African Reserve Bank, 2016). The lack of responsiveness resulted in an immediate change in methodology and operational processes.

Banking management accepted the replacement of the traditional Waterfall Methodology with the Agile Framework, and it gathered serious momentum in the last 10 years (PWC, 2017). The framework endorses that it enables efficient delivery to deliver faster, better, and much more frequently than with the traditional Waterfall Methodology (Agile Coaching Institute, 2016).

Organisations claim that the introduction of the Agile Framework enables teams to deliver faster and more regularly to the customer (IQ Business, 2012). Banks seem to reap the rewards in adopting the Agile Framework in the early stages by increasing the focus on an understanding of the vision, strategy, and business rationale for the successful delivery of perceived benefits to the customer through their products and services (Fripp, 2016).

The Agile Framework was well received by most stakeholders in banks and the end users reported positive success stories (Brock, 2016). The change in management, with the transition method used to implement the framework, created excitement with

rapid delivery and allowing various stakeholders in banks to implement requirements (Accenture, 2014).

The implementers of the Agile Framework claim that it resolves the prioritisation dilemma with the number of requirements in play at organisations, namely, the complexity, bureaucracy and uxorious governance process, and the significant stakeholder management (Gabry, 2017).

The implementers of the framework also aim to provide results that are in-line with market expectations at a specific period (South African Reserve Bank, 2016). The Agile Framework implementation encourages incremental focused delivery at a constant pace by a small group of people (Agile Coaching Institute, 2016).

The transition and adoption of the Agile Framework in the banking sector are not immune to problems and challenges despite the positive results it managed to achieve in the sector (Cunningham, 2015). The purpose of this paper is to isolate areas that have been identified as issues to be addressed as part of this framework implementation for the future. The report highlights what needs to be done for this framework to operate effectively and succeed in Standard Bank. In order to achieve the objectives of the study, the next section will analyse the term leadership, identify the effective leadership styles and characteristics impacting cultural changes in teams, and identify the culture within teams in an organisation.

2.2 Leadership

2.2.1 What is leadership

Northhouse (2007) defined leadership as a process whereby individuals in a group are influenced to achieve a common goal (Northouse, 2007). Other researchers argued that leadership is a unique form of communicative behaviour (Hackman, 2013).

Others claim that leadership is the theme of any persuasive influence within small teams that creates an understanding that the leader is persuading the team to a common goal (Kramer, 2007). The Agile Framework endorses any team member to act as the leader (Agile Coaching Institute, 2016). Leadership identification is the norm

where people are competent and comfortable leading a specific task (Cunningham, 2015).The main objective of this leadership role in the Agile Framework is to assist in the directing and controlling. The leader plays the anchor role in the group (IQ Business, 2012).

Leadership in small teams results in complexity, nurture beliefs, adherence to certain communication patterns, and key behaviours that impacts and play an influential role in the functioning of a group (Meyers, 2008). The correct leadership creates a value system that is needed for a group to function optimally (Goleman, 2004).

The Agile Framework advocates a sharing leadership approach where the leader is group-centered (Kramer, 2007). In the sharing leadership style, the leader is an executor and coordinator of other related tasks (Agile Coaching Institute, 2016). These leaders are both task and relationship orientated (Kramer, 2007). The flexibility of shared leadership applies to teams where it is permitted for a team member to assume the role if it is needed (Belias, 2014). Shared leadership also emerges from a talented and interested person in the group (O'Hair, 2013). This is a unique behavioural aspect which encourages team members to contribute and fulfill their tasks. This style of leadership promotes diversity and encourages participation and effective communication (Galanes, 2007). Shared leadership, therefore, reinforces assertiveness and self-confidence in the team (Anderson, 2011).

The appointed leader expects the group to follow them and exercise a more controlled behaviour in order to control group activities (Wright, 1999). During the consultation, a group can select the leader that is most likely going to be group centered because members negotiated for the position and voted for their person of choice (Goleman, 2004).

Researchers have noted that whether a leader is appointed, elected, or a shared leader, the communication element is important for achieving group dynamics and success in the group (Barge, 1989).

The traditional Waterfall Methodology endorsed a more positional leadership approach, where leaders are more leader-centered expecting the group to follow (Project Management Institute, 2010).

2.2.2 Effective leadership styles and characteristics impacting cultural changes in teams

As part of the leadership theory, Boonstra (2013) distinguished between various leadership styles. See the table below adapted from Boonstra (2013:5) summarising the forms of leadership.

Table 1

Forms of Leadership

Entrepreneurial	*Autocratic*	*Transactional*	*Charis-matic*	*Participa-tive*	*Transforming*
Initiating	Goal setting	Goal setting	Impressing	Guiding	Sensing
Communicating	Commanding	Informing	Speaking	Listening	Sense-making
Engaging	Intimidating	Managing	Building	Evaluating	Vitalizing
Appealing	Reacting	Performing	Achieving	Consulting	Envisioning
Cultivating	Realizing	Stabilizing	Modelling	Delegating	Supporting
Inspiring	Punishing	Rewarding	Monitoring	Developing	Appreciating
Demanding	Positioning	Controlling	Expecting	Encouraging	Empowering

Source: Conclusions of leadership in Cultural Change (Boonstra, 2013)

Research done by Boonstra (2013) has shown that for leaders to sustain cultural change they should apply a combination of transformational and participative leadership styles in organisations (Boonstra, 2013). Both styles of leadership have traits of influencing behaviours and attitudes (Yukl, 2012).

The transformational leader connects with the social and emotional needs of people in a group (Yukl, 2012). The Agile Framework requires that any transformational leader needs to be conscious of the group they are leading (Cunningham, 2015). During the transitional phase of the Agile Framework, the transformational leader plays a fundamental role, aspiring to have an open mind to learn the framework and needs to be extremely capable of seeing the connections (O'Hair, 2013). The transformational leader must especially have a compassionate mind-set which is especially required in the transition period (Hackman, 2013). As part of the culture in the team dynamic, the

transformational leader commits himself to solving the conflict and realising cultural challenges (Yukl, 2012).

Servant leadership as part of the transition from the Waterfall to Agile Framework is a leadership style which serves and steers them in the new ways of doing things (April, 2013). It is the practical philosophy of focusing on people (Meyers, 2008). This leader serves first and then leads (University of Minnesota, 2017). As part of small team dynamics, leaders should be servants first so that the team members are the highest priority and their needs are being served (April, 2013).

The coaching leadership style affects small group dynamics. These types of leaders have the capability to bring the best out of people in a team (Wright, 1999). The key to unlocking the coaching potential in leaders is to unlock the fear (Wright, 1999). In the traditional Waterfall Methodology, leaders suppressed subordinates who had the potential to guide and facilitate people because they perceived them as a threat to their autocratic leadership style (IQ Business, 2012). The coaching leader does a supportive and participative role; making people in a team feel part of the team (Hackman, 2013). They take into consideration the emotion, needs, soliciting, decision making, and consider opinions and suggestions (Kelly, 2001). This type of leadership also encourages and helps to establish a team culture that, in turn, encourages cohesion in the team (Myers, 2008).

As part of Anderson's (2011) research, it was noticed that Japanese managers include employees as part of their decision making, which blurred the line between the leader and the other group members, which in retrospective, rejuvenated productivity. The supportive leader provides the relevant support enhancing social cohesion with positive praise (University of Minnesota, 2017). The supportive leader challenges, increases performance,and enhances the group's objective (Agile Coaching Institute, 2016). The supportive leader needs to provide the relevant support to maintain a positive relationship (Alia, 2015).

The charismatic leader is a special type of a leader which empowers and motivates group dynamics in a group to exceed expectations (Higgs, 2005). The charismatic leader ignites enthusiasm in the people in his/her team (Northouse, 2007). This leader has a personality based referent power closely allied with transformational leadership

(Goleman, 2004). The inherent distinct quality of this leader in teams is the impact through the ability to redefine goals of team members, setting of team aspirations and entrenching solid team values (Northouse, 2007).

2.2.3 Culture within teams in the organisation

Culture changes are difficult tasks for leaders to deal with in teams (Boonstra, 2013). Researchers claim that there must be a will and a desired state involved to achieve a positive outcome in a team (Viljoen, 2001). Belcher (2013) in his research revealed that change in approaches, frameworks, leadership, and methodologies can encourage resistance in teams across the organisation even with the most loyal employee (Belcher, 2013). The overall organisational culture has an impact on the culture in the team (Barney, 1986). Team dynamic culture is build based on the foundation of the organisation culture (Davidson, 2007). A team culture is inherent from the organisational culture as a whole (Boonstra, 2013). As part of the setup of a team, it is important to set the culture (Denison, 2000). In the Agile Framework team culture is established by setting up social contracts (Agile Coaching Institute, 2016).

The inability to establish a desired culture within a team demonstrates the lack of vision, leadership, anddirection (Viljoen, 2001). Researchers believe that leaders hold the key to shaping culture in teams (Boonstra, 2013). This is through leaders influence, beliefs, and driving the values of the organisation (Boonstra, 2013).This implies that for a team to have an effective culture there needs to be decisiveness of individuals in a team. The team needs to agree on the direction in achieving the desired outcome (Acar, 2012). Shein (1986) confirmed that culture and leadership go hand in hand and cannot be separated.

Cultural intelligence allows a leader to be adaptive to various cultures, beliefs, norms, and environments encapsulating various leadership traits and styles that meet the organization’s emotional trend and culture of the followers (Doe, Ndinguri, & Phipps, 2015). Leaders need to be able to operate and lead within various cultural environments (Harms & Credé, 2010). Understanding structures, governance, beliefs, norms, and processes in the environment is important for the leader (Silva, 2016). There are mainly four dimensions of cultural intelligence that leaders need to master which are; motivation through engaging cross-culturally, cognition of

knowledge of cultural specifics, sense-making of various cultural experiences, and being action orientated for the acceptance of different cultural norms in organisations (Doe, Ndinguri, & Phipps, 2015)

Culture establishment in teams is the clear understanding and acceptance of core and positive values that create an environment for teams to thrive (Basha, 2015). This implies that the leader is the architect of change and success, or the destroyer of culture (Jogulu, 2010). Leaders in teams create the culture in the early stages of team formation, and in the later stages, the culture change of the team creates leaders as the team matures (Shein, 1986).

The underlying assumptions are that culture touches peoples values, beliefs, attitudes, norms, morals, habits, understanding of technology, skillset etc. (Boonstra, 2013). Culture in any organisation and in any team has various levels that vary to the degree of awareness of it and the cultural barriers associated with it (Basha, 2015). In contrast there is a view that there are three levels which are; team members take culture for granted without being aware which is the deepest level, at the surface level there are artefacts like visual(visibility) and audible patterns of culture,and then lastly at an intermediate level it relates to the values and beliefs on what needs to be done (Shein, 1986).

Culture compatibility within organisations, when outlining and implementing frameworks, encounter difficulties (Boonstra, 2013). The studies of cultural fit imply that various organisations are trying to fit a framework into an existing culture and not treating it as an independent variable to deal with (Belias, 2014). The relationship between culture and the framework effort will continuously evolve over time and it is dynamic (Davidson, 2007). During the implementation of the framework effort, the cultural aspects in teams will always be judged, interpreted, reinterpreted, and negotiated continuously with the team as the organisation matures in the framework (Cunningham, 2015). It then implies that the relationship between the implementation of the framework and the culture within the team will be an evolving and emergent process (Basha, 2015).

As Kelly (2001) notes, organisations deal with complex customs, habits and sociological dilemmas in teams that differ from organisation to organisation. The

AgileFramework cannot be separated from the organisation culture (Agile Coaching Institute, 2016).

In defining culture in organisations, organisations need to utilise the Competing Values Model(CVM) that is modeled on two dimensions, i.e. related to change vs. stability and internal focus vs. external focus (Iivari, 2010). The change relates to flexibility and spontaneity, whereas stability focuses on control, continuityand order (Basha, 2015). Internal focus covers integration and maintenance of the socio-technical system, whereas external focus emphasizes the competition and demands from outside the organisation (Iivari, 2010).

According to Boonstra (2013), there are four major types of cultures based on the two dimensions. The first is group culture which fits into the dimension of change and internal focus and which is in favour of the human resource aspects and flexibility (Iivari, 2010). It implies that group culture reflects trust, a sense of belonging, and the participation as its key attributes (Iivari, 2010). In addition, it promotes the development of the resources in a team, providing growth, and most importantly, achieving team memberscommitment (Belias, 2014).

The second culture is the developing culture in a team that focuses on change and external factors (Cameron, 2010). This is for team members to be future focused where people in a team is concerned about growth, hiring of more people in a team, the creativity of the team, and how the current team culture can respond to external factors when required (Iivari, 2010).

The third culture, which is the rational culture, on the other hand, tends to focus externally and onstability (Iivari, 2010). With this culture, teams tend to be goal orientated, focus on achievements, productivity, and efficiency is the highest priority (Boonstra, 2013).

The Waterfall Methodology is structured on the hierarchical culture where it was internal and stability focused (IQ Business, 2012). In these organisations the need for security determined the preferred style of working (Project Management Institute, 2010). The Agile Framework, in contrast,endorses that team dynamics must be flexible to operate on a development culture (Agile Coaching Institute, 2016).

In research done by the Agile institute (2016) the findings indicated that these agile teams would most probably operate more efficiently under the enterprise agility culture where team members are accustomed to flexibility, adaptability, and constant change (Agile Coaching Institute, 2016). Furthermore, the development culture allows an agile team to build on trust, motivation, and commitment which allow teams to time box activities for team effectiveness (IQ Business, 2012). There needs to be a reasonable balance in the two dimensions for teams to operate strategically (Gabry, 2017).

Daniel Denison (2000) promotes the use of the competing values framework for organisational culture to measure and improve financial performance, specifically in banks. The Denison's organisational culture dimension framework illustrates features and indices that demonstrate which culture teams can adapt to situations (Denison, 2000).

Denison endorses improving culture in teams by focussing on key traits that would have significant impact ontheteam's effectiveness, performance, organisations profitability, growth, quality, customer centricity,and increased employee satisfaction (Denison, 2000).

These traits are also consistent with the observation that organisation culture develops as an organisation learns to cope with dual problems of external change and internal integration (Shein, 1986). We can then assume that involvement and adaption describes traits related to an organisations flexibility or ability to change, whereas consistency and mission are more likely to have an impact on the organisations capacity (Basha, 2015).

The involvement element of teams defines the capability of a team member; the ownership associated with the activity being executed and the responsibility of the activity (Anderson, 2011). It further relates to empowerment of individuals allowing them to conduct their activities in a team with authority (Agile Coaching Institute, 2016). It therefore creates a sense of ownership with the associated responsibility in a team (IQ Business, 2012). Involvement feature as part of the team culture also further encourages team orientation by working co-operatively as a team towards the same objectives where all in the team feel accountable for all activities (Agile Coaching Institute, 2016).

Consistency development is a trait where organisations invest and grow people to gain a competitive advantage (Denison, 2000). Consistency is a trait that focuses on strong and mature cultures with no change element (Basha, 2015). It focuses on the core values of teams that create the team identity with a clear set of objective, expectations,and goals that are being endeavoured (Anderson, 2011). In addition, we can argue that consistency is achieved through coordination and integration within the different units and functions within the organisation and teams (Boonstra, 2013). This is within the boundary conditions, where there should be no interference in teams and getting the work done achieving the common goal (Boonstra, 2013).

Team dynamics do evolve in the process of dealing with changes and challenges in the environment. This translates into effective business plans in action as a collective team (Agile Coaching Institute, 2016). Creating, reading, reacting, and the anticipation for future changes, allows teams in organisations to rapidly create adaptive change (Acar, 2012).

The last trait that any organisation must have is a mission defining long term direction of the organisation with a clear view of the desired state through the defining of a vision (Belias, 2014). The vision articulates and emphasizes the core values that capture the hearts of members in teams,providing guidance and direction (Belias, 2014). Each team in the organisation, through the mission, must have a strategic intent and direction (The Illustrated Agile Company, 2017). The organisation through the team derives their purpose through the strategic intent, and thus makes it clear for each member in the team as to how everyone contributes (Belcher, 2013). The result of a clear mission and vision enables the achievement of goals and objectives which gives clear direction to the team (Belias, 2014).

2.3 Conclusion of Literature Review

In summary the theories of leadership emphasize that change is accomplished in teams through leaders. Leaders achieve the implementation of a unique vision of the organisations objectives through their powerful traits, indices, and characteristics designed to ultimately change or steer internal organisational cultures and norms (Boonstra, 2013). Leaders in organisations must operate from a foundation of morality

and ethics. They must have an understanding of the factors that make collective effort possible in teams (Kelly, 2001).

It further implies that leadership and culture are widely believed to be linked to the process of change within any organisation (Shein, 1986). Therefore,it is recommended that a leader continuously encourage a learning culture that would enable organisational and team changes (April, 2013). A leader would further allow a culture of more flexibility in teams (April, 2013). It would simplify direction and the fear of condemnation in teams (Northouse, 2007). Effective leaders ultimately will lead to teams expressing themselves freely, showing a degree of innovation, being collaborative, and ultimately leading to higher productivity (Agile Coaching Institute, 2016).

According to Kouzes and Posner (1987:5), when facing significant change, “leadership is the art of mobilizing others to want to struggle for shared aspirations and rewards” (Kouzes, 1987: 44). It is therefore implied that leaders must be skilled and have certain characteristics and qualities in order to act through the management process as successful change agents in teams (Kouzes, 1987).

The ability to understand culture and how to transform it is a fundamental skill for any leader trying to achieve strategic objectives in the management of a team in an organisation (Belias, 2014). The fundamental traits or roles of a leader in adapting to a certain culture or change is by applying a process of directing, selecting, socializing, changing, removal or discipline of deviant team members,and communicating effectively (Ilincuta & Jergeas, 2003).

Goleman (2004) and the Agile Coaching Institute (2016) agree that the main task of leaders of any team is to have the ability to perform change management (Agile Coaching Institute, 2016). Good strategic leaders in teams are involved in performing instrumental roles and find the importance of change leadership dimensions and interpersonal skills (Goleman, 2004).

It is important that teams operate co-creatively (Brennan, 2013). Too many leaders assume that changing individual behaviour in teams through adjusting the team culture would make a difference (Goleman, 2004). The recipe for effective culture change is to engage with the team and top leaders in the organisation (Iivari, 2010).

SECTION THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section will detail the methodology that was used to understand small group dynamics in an Agile Framework. A structured approach was followed to derive the research design, understand population sampling, and determine the data collection methods (Kothari, 2004). This section will also provide a comprehensive insight into the methods that were used for collecting and analyzing data.

A methodology can be referred to as a process that includes the theoretical bases of avenues to organise, analyse, and collect data, as well as making decisions depending on the research questions that have been considered (Mouton, 1996). A research methodology can be referred to as a theory of scientific correct decisions (Kothari, 2004). The term Methodology refers to methods or means of executing something (Mouton, 1996). Other researchers believe methodologies are a set of coherent methods that complement each other (Henning, 2004).

Methodology is an order to derive any findings that answer the questions by analysing the data that relates to the questions posed, in order to address the problem statement at hand (Henning, 2004). According to Cohen (2000), methodology is the framework of a specific theory with its principles,which certain methods and procedures are based on.

The main objective of this paper's research methodology was to understand key questions derived as part of the problem statement. In this section the following would be focused on:

- Research design, relating to the approach that needs to be followed, as well as the method and methodology for this research paper.
- Further understanding of the research population and the sample that is reflected.
- Understanding what instruments and data collection tools will be used.
- Analysing and discussing the data collection method.

- Ensuring and looking at data validity and the reliability of it.
- Addressing ethical behaviour and consideration.
- Highlighting the limitations as part of the study.
- Conclusion of this section.

The first objective of this study is to understand the preferred leadership characteristics required to enable the self-directed teams to operate efficiently. Secondly, this study will identify the preferred culture that will support self-directed teams to succeed.

3.2 Research Design

3.2.1 Research Approach

In research done by the Goleman (2004), he argued that the leaders within the organisations display the leadership characteristics and organisational culture in order to produce the desired results. With this approach the researcher seeks to understand what preferred leadership characteristics and culture would support self-directed teams to succeed. Henning (2004) remarked that the qualitative approach is one of the most effective and efficient approaches in determining the most complex research dilemmas relating to understanding leadership characteristics and culture.

The approach to this study was to use interview questions, drawing a conclusion based on the participant's responses. Direct questions were posed to participants. During the questionnaire there would be the elicit response captured based on the respondents remarks. The research methodology would avoid assumptions based on the observed behaviour of any team member.

The study focuses on the leadership characteristics and culture that would support self-directed teams in an Agile Framework. The qualitative method used would assist the researcher to determine, through data analysis, what the preferred leadership characteristics and culture required are to support self-directed teams (Henning, 2004).

3.2.2 Research methodology

The qualitative methodology provides a way to determine principles of the collection, analysis, and management of data. The research design is to articulate what data is required, and what methods are going to be used to collect and analyse this data.

Data is gathered and analysis is done through various research methods (Collis, 2003). As part of this paper, surveys and interviews were identified as the preferred means to collect data for this research objective (Brennan, 2013). These surveys and interviews were conducted in small feature teams in the information technology department at Standard Bank.

Surveys and interviews were identified as the most effective methods of collecting data. Structured face to face interviews were conducted with senior managers. Structured interview questions were designed. We have to realise that a survey has some weaknesses as some people change over time, which results in the survey not necessarily reflecting the actual results (Leedy, 2013). It is the duty of the researcher to ensure respondents are engaged and willing to participate.

During the interviews, the researcher completed the surveys and made notes based on the interviewee's response. It is the responsibility of the researcher to show the importance and value of this study (Collis, 2003).

3.3 Research sample population

3.3.1 Population

Population during research is referred to as a group of elements defined as individual people, items, and objects (Burns, 2004). Population is used in order to derive or measure a certain criteria from which a sample is taken for statistical measurement of the sample set (Burns, 2004). The research population in any research refers to a specific group or certain individuals, specifically on whom the research is conducted on (Goddard, 2004). In this paper, the population would be a sample of the current Core Banking Transformation IT programme within Standard Bank which is +/- 120 people with about 12 teams on the program.

3.3.2 Sampling approach, methodology, data collection and size

Research analysis is done on a subset of a population selected for the research that must be representative of a selected group of elements, individuals,or groups (Burns, 2004). We commonly refer to this sample group as the target population, with the process of selecting units from this population which allow the researcher to generalise results in the studying of the sample (Aliaga, 2005). In this research 16 people in 4 teams were used as a sample set. The 16 people were represented by all the applicable roles in the Standard Bank IT feature team construct. In this research paper we would also interview 4 senior managers. The total sample set would therefore be 20 people representing all the roles on the Core banking Transformation program.

If one participant is not available another participant would be selected with the same role. It is important that, as part of the research, the researcher stays objective and not bias by using sampling techniques to analyse the collection of data (Kothari, 2004). This research will be introduced at the four identified teams in Standard Bank Core Banking as part of their daily meetings.

An invitation process would be used to invite participation in the surveys to all the four teams on the Core Banking Transformation Program. As the researcher is currently an iteration manager of a feature team, the researcher would visit all these feature teams stand-up sessions regularly and understand how the respondents are responding to the invitation.

Data collection would be the precise, systematic, gathering of data through the structured survey and interviews using the relevant methods and observations encouraging participation.

3.4 Research Instruments

In this paper two research instruments would be used. They are:

- Multifactor Leadership Questionnaire (MLQ)
- Organisational Culture Assessment Instrument (OCAI).

These instruments were used to identify the organisational culture and the preferred leadership characteristics required. These instruments are used by various scholars and researchers such as Coetzee and Schaap (2005) and Dibley (2009) and have been accepted by many countries in both private and public sectors as suitable for the purpose.

3.4.1 Leader Characteristics

In this research where there is a strong focus on leadership as part of small group dynamics, the Multifactor Leadership Questionnaire (MLQ) were utilised (Bass, 2004).This questionnaire enables the researcher to evaluate different leadership characteristics. Multifactor Leadership Questionnaire (MLQ) were utilised to explore the preferred leadership characteristics required in these teams. This model has the capacity and capability to focus on various settings (Jogulu, 2010). The questionnaire is well designed with key fundamentals of leadership characteristics dominating the design thereof (Winston, 2006). Questions are structured to assess leadership behaviour (Cohen, 2000). The MLQ questionnaire consists of 8 sections with 18 questions. If the respondents agree 10 or more times to sections 1 to 3, for example,they would like a more coaching leadership style. If the respondents agrees 10 or more times to sections 4 to 8 they would like a more transformational leader that is more involved and participative.

3.4.2 Organisational Culture

The research instrument that was used to measure the preferred culture in the respective feature teams were the organisational culture assessment instrument (OCAI) developed by Cameron (2010). The OCAI assessment is designed to review and clarify what needs to change in the culture of these self-directed teams in order to succeed.

The aim of this research through this instrument was to understand the preferred culture that will support self-directed teams to succeed. The OCAI assessment is designed to assess and analyse on what needs to change in the culture of the team

to succeed (Brennan, 2013). The researcher would like to establish which cultural type is most dominant in these small teams to operate effectively.

The OCAI has been used widely in South Africa with the desired results achieved which justify the validity and the reliability (Harrison, 1992). The focus of this instrument was to validate which of the four cultures is prevalent in teams and organisations (Boonstra, 2013). The instrument determines whether it is a power culture, role culture, clan culture, achievement, or a support orientated culture.

3.5 Data analysis and interpretation

Analysis of the data is important through this research study to make sense of the amount of rich textual data that will be accumulated as part of the interviews and survey questionnaires (Stemler, 2001). The interpretation would be taking the transcript, creating codes with categories,and then generating themes (Stemler, 2001).This coding is mutually exclusive (Stemler, 2001).

3.6 Limitations of the Study

The limitations of this study relate to the sample and the context. The researcher of this study discovered that certain respondents did not necessarily identify what they were not aware of but the researcher managed it accordingly. This means that the respondents to the survey may have provided information that was off the top of their heads, which means that some information may be excluded by omission. Qualitative research methodology is sometimes criticised for perceived inadequate generalizability. The research will not be generalising over the whole population practising the Agile Framework.

3.7 Validity and Reliability

Regardless of the instrument, method, model, or measurement that will be used in this research, it is also important that the validity, reliability, and the significance and honesty of the outcome are proven (Leedy, 2013). Therefore the outcome should be objectively evaluated, whether it is desirable or not desirable (Brink, 1993).

3.7.1 Validity

In this research study, the accuracy, relevance, honesty, and the truth should be validated through scientific findings of the research (Bush, 2007). Validity is also accurately looking at the research intended measurement through the instrument, and that it was executed correctly against the measure (Goddard, 2004). It is the accurate study of the research with a valid instrument to measure the supposed outcome (Brink, 1993). The research validity must be evaluated against the following measures, inter-rater validity, content validity, correctional validity,and semantic validity (Thorn, 1998). The researcher also needs to assess external validity.

Assessing the external validity is where we need to look at the degree of generalisation of the results with its appropriateness to the collected content through the various instruments of the research (Kothari, 2004).

The Multifactor Leadership Questionnaire (MLQ) utilised in this research was validated and endorsed by many researchers over the years and classified as a reliable instrument for constructive and convergent validation (Bass, 2004). The OCAI achieved solid remarks with acceptable validity as an organisational culture instrument measurement (Harrison, 1992). Utilising these instruments should allow the researcher to accurately make conclusions based on the data collected.

As part of the research,comparing findings in interviews with the exploration of the literature review would enable the content validity (Daymon, 2002). Comparing the findings of the structured interviews with the survey questionnaires would assist in the correctional validity (Bush, 2007). The creation of themes, categories, codes, and relationships would enhance the semantic validation analysing exclusivity (Stemler, 2001).

3.7.2 Reliability

The degree of consistency or dependability by which the study, instruments, and approach is applied would measure stipulated attributes (Bush, 2007). Reliability is a reflection of stability, repeatability, and consistency in order to record information accurately (Brink, 1993).

In this research, it is critical through the qualitative study for the researcher to be subjective as far as possible, so that he does not to confuse or make participants uncomfortable. The researcher must enable and objectively guide participants to answer and not to misinterpret data information (de Vaus, 2001). Therefore, the usage of the two instruments MLQ and OCAI compare the outcome, ensuring distinctive reliability.

3.8 Bias of research study

Bias is defined as the process of distortion of responses by a researcher, the participants or respondents, or by the instrument itself (Goddard, 2004). In this research, methods and procedures need to be applied to address any attempts of bias through the comparing of the literature review, ensuring a representative sample, and thorough scrutiny (Goddard, 2004). Further to this validation of findings, it must be conducted through data analysis and interpretation methods used by the researcher.

3.9 Ethical considerations

Ethical consideration as part of research is a critical aspect conducting, collecting, and liaising with human respondents in the research (Goddard, 2004). Ethics is part of the duty of any researcher to honour the ethical considerations of honesty, integrity, protection of respondents, respect, and the right of privacy through their voluntary participation (Leedy, 2013).

As researchers we need to acknowledge that the research can potentially contribute to human and technological enablement in society (Henning, 2004). When conducting research there are grounds of consent that needs to be established (Cohen, 2000).

The researcher further needs to let the respondent understand the choice they are making, the disclosure, and purpose of research. The researcher needs to disclose and explain the risk to the respondents and allow any participant to withdraw from the interview or survey.

3.9.1. Permission

Permission to conduct research at Standard Bank Core Banking Transformation project had been sought from the human resource department, training and development, and Programme management at Standard Bank. Permission for team members of the feature teams to take part in the study was obtained from senior managers at Standard Bank. The objectives of the study was explained verbally to the team members by the researcher prior to their participation in this research.

3.9.2. Protection

It is the responsibility of all researchers to ensure that a participant is always protected and not in any way harmed (Kothari, 2004). It is not the intention of the researcher to expose any of the respondents to any physical or emotional injustice or harm (Henning, 2004). All the questions and interviews in relation to the culture, leadership, values, and team dynamics is designed in such a manner to be objective, not to cause harm or emotional injury, and does not reflect the participant.

3.9.3. Right of Privacy and Confidentiality

As part of the questionnaire and interview all respondents will be informed and assured in a written manner of the confidentiality, and while doing the research,guarding against certain emotional trauma and the evoking of it. Therefore, the research would be objective with the honouring of the respondents privacy. All the respondents' identities would be protected. Confidentiality and anonymity of answers will be protected and not in any way divulged to Standard Bank. Utmost care will be taken to secure confidentiality.

3.9.4. Data Protection

As part of the research it is the researcher's prerogative that all the collected data will be destroyed after five years from the date when the research report was finalised. No other people accept the researcher, supervisor, and data analyst will have access to any data of this research. Raw data will not obtain any names and contact numbers.

3.10. Conclusion of Research Design and Methodology

In conclusion, the research design is the framework, guide, detailed plan, or the ultimate blue print handbook on how the research study will be executed and conducted (De Vos, 2011). The research design lays down the rules, processes, structure, framework, or governance on how data will be collected and analysed (De Vos, 2011). As part of this section the objective is to articulate on how the research questions and interviews was be addressed.

This section also highlighted which research approach was adopted for this study. As part of this section, the researcher emphasised on how validity, reliability, and the study of data will be executed (Bush, 2007).

SECTION 4: ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This section will present the research findings, based on a survey done at Standard Bank on the preferred leadership characteristics and culture to support self-directed teams. The research findings are based on the surveys and interviews that were conducted with various role players within these self-directed teams. The empirical results seem to be in support of the research objectives that were put forward in this study.

The first part reviews the findings that indicate what the preferred leadership characteristics are to enable self-directed teams to operate effectively. In the survey, respondents indicated that they ideally want more inspiration and motivation from their leaders in these self-directed teams.

The second part reviews the findings that indicate that there is some agreement on the preferred culture that will support self-directed teams to succeed. The second part includes information on cultural challenges that these self-directed teams encounter. This is where leaders of these self-directed teams develop competencies to deal with challenges and to create a pleasant and safe place for people to work in.

4.2 Presentation of research findings

A total of 26 participants were issued with the MLQ and OCAI questionnaires. All twenty six participants had responded to the survey. Eight of the questionnaires were removed due to incompleteness and survey errors. Request for interviews was send to eight senior managers with four responding positively to invitations for face to face interviews. Using a deductive approach certain themes appeared repeatedly.

4.3 Research population that participated in the survey

The table below shows the breakdown of the roles of participants on the survey. These roles in these self-directed teams are important to encourage a sense of urgency. The roles are required to be able to respond to change.

Table 2

Roles of Participants in Survey

Role	Abbreviation of role description	Respondent number allocation
Feature Analyst	FA	1-6
Developer	DE	7-12
Tester	TS	13-20
Integration Manager	IM	21-26
Senior Manager	SM	27-30

4.4 Preferred leadership characteristics summary and analysis

The first part of this chapter discusses the findings derived by means of a deductive process. Kruse (2013) confirmed that emotional intelligence is engaging with followers on a personal level by assisting and guiding effective leaders to connect emotionally

with followers. Intellectual Stimulation (IS) allow leaders to connect on a peronal level with followers emotionally.The findings during the study revealed that the feature analysts (FA) (as part of Intellectual Stimulation(IS)) did not support the view for a leader providing emotional support, but rather they sought their own perspectives when solving problems. The findings revealed that feature analyst (FA) do not agree on questions in the section of Intellectual Stimualtion (IS) where people in teams need to look for different ways to complete assignments.

The study further revealed that these feauture analysts do not support Management-by-Exception (Active) where leaders are not pro-active in dealing with failures in order for them to meet standards.

This study exposed the potential relationship between Intellectual Stimulation (IS) and Management-by-Exception (Active) that leaders need to understand when offering assistance and direction with specific tasks in the team. This was discovered in the findings where feature analyst supported the Intellectual Stimulation (IS) when it is task specific, and Management-by-Exception (Active) when leaders encourage structure. The findings of the study further revealed that feature analyst (FA) and testers (TS) would like effective leaders to assist a number of actors to achieve their specific goals through Inspirational Motivation (IM). They supported questions that leaders need to be more enthusiatic, inspiring, and acknowledge achievemments within the team. The study showed in the findings of the Inspirational Motivation (IM) questionnare that motivation can be fostered through continuous communication and the need to choose the correct action together in a collective manner in a specific scenario. In the findings, the feature analyst supported this finding through proactive actions.

Team members that support the findings on being emotionally engaged to feel part of the team were the testers and developers. Emotional intelligence covers five main aspects which are; self-awareness, motivation, self-regulation, empathy, and social skills (Goleman, 2002). Bradberry (2015) in his research confirmed that self-awareness always starts with the leader. A closer look at the findings in the survey showed that Inspirational Influence (Behaviour) (IB) received support from the testers (TS) and developers (DE).

Point 1: These leaders adapt to certain situations in the team to support teams emotionally (Harms, 2010). Respondents 21, 23, and 25, who fulfill current leadership roles (which is the integration managers in their respective feature teams) confirmed support for the Laissez-faire (LS) section where they believe in the command and control function. The findings revealed that these leaders responded negatively to the Inspirational Influence (Behaviour) (IB) section. In the Inspirational Influence (Behaviour) (IB) section, the testers and developers supported questions where leaders constantly need to do introspection as it results in the behavior depicting how they lead teams and how it impacts on followers emotionally.

A closer look at the findings expressed that the “power culture” with “Contingent and Reward (CR)” leadership was being experienced in a “stick and carrot” dynamics during the Waterfall Methodology. For example; traditionally people in teams were rewarded when they executed tasks quicker than anticipated. They were then traditionally rewarded with no emotions attached.

Point 2: These monetary rewards were considred as the emotional attachment to the people in the team by the leader. Respondent 9 and 11, which are developers echoed it by responding negatively, in the Laissez-faire section of the questionnaire, which rated how involved leaders are in task execution and how they respond. In his research, Bradberry (2015) argued that leaders need to be mindful on how they portray themselves by displaying composure when under scrutiny or pressure, practicing integrity with values and principles derived from effective leadership.

Point 3: In the findings of the study respondents 9 and 11 would like leaders to be more understanding, show compassion, unearth wisdom and creativity in the team.

Dulewicz (2005:105) argues that intelligence quotient (IQ) + media quotient (MQ) + emotional intelligence (EQ) = successful leadership. The analysis in this study confirmed that leaders need to operate with EQ more than they do at IQ and MQ. The major elements measured under EQ were self-awareness, intuitiveness, and conscientiousness as part of the interviews.

Point 4: During the researchers interview with respondent 28 raised the following;

> I believe that Individualized Consideration (IC) is the new leadership within Standard Bank. As an executive I acknowledged that I am from the command and control era but realized that leaders in Standard Bank need to coach and guide. I need to stress that leaders of these feauture teams need to concentrate on aspects of EQ such as empathy, collaboration, and assertiveness.In order to align with the key characteristics of transformational leadership.

Respondent 27 disagreed in the interview with leaders operating at an EQ level. She believes in Contingent Reward (CR), where as a team you need to focus on achieving targets and meet stakeholder expectations.

Leaders in Standard Bank need to consider different needs, abilities, and aspiration of others in the team. In the response to questions by the testers, they responded to Idealized Influence (Attributed) questions positively. Respondents 17 to 20 agreed that leaders must act beyond self–interest, as well as develop and respect people in teams. The study discovered that leaders in self-directed teams need to practice spiritual intelligence by focussing on values and beliefs. Furthermore, the study indicated that the testers (TS) supported the questions that leaders need to have the ability to embed values and purpose in order to lead team effectively.

Zohar (2005) further confirms that SQ (Spiritual intelligence) allow leaders the ability to think out of the box, show humility, and have access to energies that come from something beyond the ego, beyond just them and their day-to-day concerns.During the study it was revealed that the feature analyst, specifically respondents 2 and 3, supported the Individualized Consideration (IC) for leaders in teams to be calm in certain situations in order to create an environment that allows creativity and innovation.

The findings in the study showed that the agile literature acknowledges that a leader of a self-directed team needs to create a learning environment enabling the individuals to transform or re-evaluate their beliefs (Myatt, 2008).

> **Point 5:** This was evident in response to the questionnaires, especially the developers responses to the section of a leader Managing-by-Exception (Active) (ME). The Managing-by-Exception (ME) leaders described by respondents 8, 9, and 11 which are

developers, responded negatively. In findings during the study they do not agree that leaders identify failures for the measurement of quality and success. Respondent 27 and 29, on the contrary, supported Managing-by-Exception (ME) as it assisted them as leaders through Contingent Reward (CR) to express expectations in order to meet perfomance targets.

During the survey, respondent 27 and 29 were in favour of communication and expressing expectations. According to Myatt (2008), the absence of clear communication leads to followers not knowing what the leader is articulating. This often creates disconnection in the broader objectives of the team, customer relationships, focus, priority, efficiency, and decision-making processes (Srivastava, 2006).

Point 6: As part of Inspirational Motivation(IM), the developers (DE) supported this section where they agreed that you need to express confidence in people in the team through communication and set direction allowing regular feedback. The feature analyst (FA) revealed in the findings that they support the section of Inspirational Motivation(IM) but it must enable them to do the relevant task.

Point 7: During the interviews, the interviewees answered positively to the Idealized Influence (Behavior), agreeing that relationship building in self-directed teams is crucial. Covey (1991) confirms that creating more meaningful relationships and inspiring, continues communication in teams, and this is what leaders needs to do. Anderson (2013) articulates that leadership, in essence, is championing the excellence of others. The interview with respondent 27, however, revealed (through the Contingent Reward questions) that people in teams are rewarded on performance and need to be managed by expectations.

A closer look at the findings to the section on Management-by-Exception (Passive), where respondents were examined on questions where leaders wait for things to go wrong before they act, revealed that leaders wait for things to go wrong before they act upon issues that arise. The follow-up scenario in the Management-by-Exception (Passive) is where leaders concentrate on dealing with mistakes and complaints instead of changing failure into success received negative support from feature analyst, testers, and developers. These research findings further revealed that testers, feature analyst, and developers in self-directed teams want a transformational leader

that engages with the team, raising them to higher levels through motivation. The findings revealed that people in self-directed teams do not need or want passive leaders.

Respondents 21, 23, and 25, who fulfill current leadership roles as integration managers concurred that they support the Laissez-faire (LS) section questions and that they believe in command and control function and not in support of Idealized Influence (Behavior). The findings of the study further revealed that these integration managers (Respondents 21, 23, and 25) negatively supported Individualized Consideration questions where leaders need to create a sense of identity for followers, a sense of mission, and a sense of belonging.

The findings of the support for Idealized Influence (Behavior) in the questionnare supported the preferred leadership characteristics that go beyond self-interest but rather building others. These leaders lead with the heart. They are normally referred to as inspirational leaders (Anderson, 2013). Respondents 21, 23, and 25, who fulfill current leadership roles, that support the Laissez-faire section of the questionare, do not believe in the ultimate goal of a leader equiping himself to find ways to lead, affect behavior, inspire, and motivate followers in teams to greatness.Respondents 21, 23, and 25 believe they should lead tasks not people.

The study confirmed, through Individualized Consideration (IC) (supported by the testers and the developers), that leaders need to provide direction and control through fascilitation in self directed teams. A closer look at the findings revealed that respondents 21, 23, and 25, who support Management-by-Exception (Active) and Laissez-faire, negatively responded to Individualized Consideration (IC) where findings revealed that they do not support a coaching culture to encourage people in the team to be participative, transparent, and take ownership.

Inspirational leaders create and build teams through actions and values instilled as part of relationship building and management (Bradberry, 2015). A closer look at the interview results with senior managers indicated that there was a consistent response message for the Idealized Influence (Behavior) section of the questionnaire except from respondent 27. As part of the study, it was discovered that respondent 27 lead by Contingent Reward only. The findings further revealed that leaders who supported

Idealized Influence (Behavior) need to be open, show empathy and have respect for themselves and others in the team.

4.5 Interviews on leadership characteristics with senior management summary and analysis

Face to face interviews with senior managers confirmed that they understand the fundamentals of the Agile Framework. Throughout the interview process, it was revealed that, as leaders they understood that Intellectual Stimulation (Behaviour) **(IS)** and Idealized Influence (Behavior) **(IB)** is needed to support the preferred leadership characteristics. Servant leadership enable leaders to serve and steer people in the new ways of doing things which is what Idealized Influence (Behavior) **(IB)** advocates. The findings in the study revealed that servant leadership is a practical philosophy of focusing on people in these self-directed teams (Meyers, 2008). The leader that utilises servant leadership serves first and then leads (University of Minnesota, 2017). A closer look at all the findings of the interviews revealed that respondent 27 maintains that a Contingent Reward is required to lead people in order for them to meet expectations and performance targets.

Findings in the study revealed further that leaders should be servants first where the team members are the highest priority and their needs are being served (April, 2013). Throughout the various interviews, interviewees responded positively to the Intellectual Stimulation (Behaviour) **(IS)** and Idealized Influence (Behavior) **(IB)** sections, where they re-affirm the importance of values and beliefs in teams. Senior management in the findings of the study showed that leaders in these self-directed teams need to support teams in all their actions.

Respondent 28 summarised Intellectual Stimulation (Behaviour) **(IS)** and Idealized Influence (Behavior) **(IB)** in the following manner:

> As leadership of Standard Bank we need to support our feature teams through any complexity in the organisation, nurture beliefs, adhere to certain standards and key behaviours that would impact and play an influential role in the functioning of a team.

The Standard Bank senior management that was interviewed, supported the views in these sections that leaders need to consider the moral and ethical consequences of by being a truly authentic transformational leader.

Respondent 30 explained the following when I closed the interview:

> In Standard Bank we definittely need to encourage a transformational leader open-mindset that would democratically create a value system that is needed for any team across the organisation to function optimally.

The study revealed that morale would be sustained in self-directed teams by leaders leading and guiding strategically with the head. A closer look at the findings during the interview revealed that applying Inspirational Motivation (IM) as senoir executives enable leaders to lead with the head. The findings in the study revealed that Inspirational Motivation (IM) allows leaders to create an environment where there is purpose.

Respondent 28 wanted to elloborate more on morale that should be sustained for teams to operate effectively. He explained:

> It is required from us as Standard Bank executives to lead with the heart by encouraging leaders in our depratements to constantly relook, rethink and re-evaluate themselves. Our leaders in the executing teams need to drive strategy by defining optainable team goals colloboratively and always encourage effective feedback.

The findings of this study support the existing literature that suggests that followers in self-directed teams prefer leaders that are transformational. This study also supports, through the respondents feedback, that these transformational leaders must have aspects of EQ such as relationship building, self-awareness, self-management, motivation, and being authentic.

4.6 Preferred team culture summary and analysis

The second part of this section discusses findings confirmed through the OCAI culture survey that was conducted. The cultural survey and the face to face interviews

supported that self-directed teams prefer a Clan Culture. A Clan Culture allows individuals in teams and leaders to create a peaceful place to work in. It is where individuals are open and share personal information. A Clan Culture is referred to an extended family. The leaders in this Clan Culture are seen as heads and parent figures. The team in a Clan Culture believe in loyalty, commitment, and tradition. Leaders in these Clan teams tend to be concerned about the people in the team. The feature analyst (FA's), testers (TS's) and developers (DE's) responded positively to the Clan Culture as the preferred culture of a self-directed team.

It is also confirmed through literature that the Clan Culture can sometimes hinder diversity (Belias, 2014). Another small drawback associated with the Clan Culture is due to the open and friendly characteristics in this culture. It can be vulnerable to abuse by certain team members to misuse the tolerance within the team. The leader in this Clan Culture self-directed team needs to show cultural intelligence to eliminate these drawbacks. The findings in the study showed that cultural intelligence allows leaders to instil discipline in people in self-directed teams to ensure they understand that they are part of something bigger and it is not about the individual.

Cultural intelligent leaders place a great deal of emphasise on cohesion and morale in the team. In the findings with respondent 28, one of the senior managers emphasised the improtance of cohesion and working as unit. Respondent 28 in the interview explained working as a unit in the following way:

> A train is controlled by a set of switches and leavers. When the driver of the train pulls the lever, the train goes either forward or backward. When the driver pushes a button the train stops. Ultimately leaders drive cohesion, collaboration and morale in the team through his or her actions. We as leaders can provide these train drivers, our leaders with tools and techniques through mentoring and coaching to become well-trained drivers of these trains.

There are mainly four dimensions of cultural intelligence that leaders need to master which is; motivation through engaging cross culturally, cognition of knowledge of cultural specifics, sense-making of various cultural experiences, and action orientated for the acceptance of different cultural norms in organisations (Doe, Ndinguri, & Phipps, 2015).

The study further revealed that there is some form of association between leadership characteristics and a team's culture. Respondent 8 and 10 which are developers responded positive to the Adhocracy Culture section of the questionaire, where they believe that there should be in each team a long term focus on being competitive and that measurable goals and results should be achieved. The research findings also provided insight into the magnitude and direction of the effect of leadership and team culture with the response from the feature analyst respondents supporting the Market Culture where teams must have an eye on results. The research findings revealed that the transformational leadership has a significant association with the team culture.

Respondent 14 and 18 which are testers, however, echoed that people might hide behind the Clan Culture and not be productive especially in the testing space. These two respondents preferred the market culture where they prefer to be more results and goal orientated.

Respondent 9 and 11 which are developers indicated that the reason for them encouraging the Clan Culture and not the Adhocarcy Cultue is the fact that during the Waterfall Methodology they where extremely governed on how things must be done. The findings in the study found that they believe they now have more autonomy and authority to make certain decisions on the own.

This study revealed from the findings that predominantly a task culture prevails in self-directed teams. The self-directed teams allow leaders to put the right people together and then give them tasks which respondents believed is achieved through the Clan Culture. This type of culture relates to teamwork. This task culture behaviour is seen by respondents as transformational in nature and is supported in the Intellectual Stimulation (IS) behaviour findings of the feature analyst response, where they believe as a team member your need to focus on the task. The findings in the study were evident where people with more knowledge and experience will lead a specific task and give direction in self-directed teams. The above mentioned findings was supported by the response from the integration managers (IM's) which supported the Laissez-faire leadership style in the study and feature analysts (FA's) that is rigid in a structure approach.

The association of the transformational leader and a task orientated culture allow decisions to be made quicker because people are able to discuss with each other freely and openly (Bass, 2004). People feel motivated because they are allowed to make decisions within these self-directed teams. Developers responded positively during the study that as part of the Clan Culture they have autonomy.

The research findings indicated that the association that existed between passive avoidant and existing “person” culture could be explained by the prevalence of the “power” culture that was evident in the Waterfall Methodology. The findings were supported through the response of the testers (TS), developers (DE) and feature analysts (FA) that they do not support the Hierarchy Culture. However, through the adoption of the Agile Framework and increased educational level, it explained the move from “power” driven culture to “role” and “task’ driven cultures through transformational behaviours such as Inspirational Motivation (IM). Respondent 9 and 11, which are developers, echoed it in the Laissez-Faire section of the questionnaire which relates to the Hierarchy Culture, where they support a leader that shows confidence in them and supports them. Respondent 28 in the interview stressed that he comes from a command and control era but explained:

> Standard Bank is moving into a new era where they want more servant leadership role instead of a militant power hungry leader

In contrast respondent 27 in her interview, however, stated the following:

> People in teams need a leader that is a power figure to unearth people hidding behind the bushes and can get rid of the passenges in teams

The association between the “role” culture and “task” culture is clear because the two elements are largely about the environment in which respondents deploy their skills with efficiency. In the response to questions in the study the feature analyst (FA) testers (TS) and developers (DE) responded to Idealized Influence (Attributed) questions positively which supports the role and task culture. This implies that the “role” and “task” culture plays a role in extracting value from the team to ultimately perform effectively.

These findings revealed that abilities and skills can be developed within the self-directed teams.In the response to questions by the integration managers (IM), they

responded to Idealized Influence (Attributed) questions negatively. However, respondents 17 to 20 agreed that leaders must act beyond self–interest and develop and respect people in teams which support the development culture. Respondents 13 to 15 (testers) disagreed and indicated that leaders must practice Management-by-Exception (Active). They indicated that leaders must pay full attention to dealing with mistakes, complaints, and failure.

The individual behaviour and performance is highly influenced through the development culture that influences people's ability and skill in self-directed teams. The allowance for development culture was predominantly revealed as part of the findings in this research study. During my interview with respondent 29, he believed that Individualized Consideration (IC) is the destiny of Standard Bank in developing people and assisting the developing culture. He explained:

> We as leaders need to acknowledge people's mistakes during execution. We must allow them to fail, as long as the fail fast. But as part of retropections we need to discuss shortcomings and substitute it with training and development. The leaders of feature teams therefore play a vital role in matching the abilities and skills of team members with the particular task required.

The study also revealed that perception plays an important role for leaders of self-directed teams. The study of the interview results with senior managers confirms a consistent response message (from theIdealized Influence (Behavior) section on the questionnaire) that leaders need to be open, show empathy, find out what people need, and have respect for themselves and others from the respondents that supports the Clan Culture. In the interview, respondent 29 explained the following:

> Team members in teams will always perform better if we create safe environment. As senoir leaders of the organisation we need to create a clear understanding of core and positive values that we as leaders need to nurture in the team

Attitude and personality flourished with the respondent's response during this research. The findings in the study confirmed that developers especially appreciated the fact that there is somebody that cares. The findings of the study exposed that if people, like developers, have a positive attitude within self-directed teams, then they would respond positively to any situation in a Clan Culture. As part of the research it

was confirmed that individual personalities respond differently in different environments. The team in any Clan Culture believe in loyalty, commitment, and tradition. The people who are part of the Clan Culture prefer a pleasant and safe place to work in. They thrive where people share information. They believe a Clan Culture team must operate as an extended family. Leaders, as part of this team, are seen as mentors and father figures. Commitment by team members in a Clan Culture is high. People who are part of the team are held together by loyalty and tradition. As part of the Clan Culture, people experience a development path and attach importance to cohesion and morale.

As part of Inspirational Motivation (IM), the feature analyst (FA) responded to the survey in this section positively where they agree that you express confidence in people in the team through communication, and support the premium that is put on teamwork that enable the Clan Culture.Leaders therefore need to understand the personalities in self-directed teams. Teams display different personalities through participation and consensus.

4.7 Interviews on Preferred Team Culture with Senior Management Summary and Analysis

The findings in the face to face interviews conducted with senior managers revealed that leaders hold the key in shaping culture in the self-directed teams.This was observed through the findings that leader's influence beliefs, and drives the values of the organisation and self-directed teams. Respondents 28, 29 and 30 supported the Clan Culture where a leader creates a "home". This implies that for a team to have an effective culture, there needs to be decisiveness of senior leaders in the team and they need to create a safe environment. Respondent 30 explained that:

> Leaders in self-directed teams, must as a team decide and agree collectively on the direction and the order to achieve any desired objective required by any business unit

Throughout the survey and interviews it was revealed through some findings that culture and leadership go hand in hand and cannot be separated. This was observed in findings through the response of the testers (TS's), developers (DE's) and feature

analysts (FA's), as well as respondent 28 (senior manager), in the response to the Individualized Consideration(IC) section. Respondent 28 echoed that:

> The wrong culture in any team or organisation will eat any objective that a team may have set for breakfast. Leaders need to respond differently to different needs of people. As a leader in Standard Bank it should be a core value that leaders undertstand capabilities of people in their team by enabling it through the Clan Culture by boosting morale with cohesion in the team. We as executives create culture in our departments and teams but it is how we sustain it or change it for the good

The results in the study indicate that self-directed teams rated hierarchical culture (which are internal and stability focused) the lowest during the research. Respondent 30 explained, in one of the Group CIO's connect sessions, that:

> Standard Bank IT is building a new digital bank and that this new bank requires influantial leaders that guide people. Therefore the new bank leader influence people to become followers. As leaders of this new bank we must serve and not demand

Respondent 27 however disagreed and explained that:

> IT is a sausage machine with a process and to manage a process you need formalized structure in order to maintain and sustain IT operations

During the study, as part of the Clan Culture confirmation, it was revealed that self-directed team members take ownership and responsibility with the activity being executed. Respondent 29 explained that:

> The culture in Standard Bank is changing. Leadership empowerment is clear objective of Group IT. As leaders in our departmentments we need to give authority and accountability to the people in the execution

The finding of the study supports a Clan Culture allowing any self-directed team to adapt to the challenges and changes.

4.8 Conclusion

As a transformational leader in self-directed teams you need to have patience and be open to change in order to succeed in a constantly changing environment. The participants in the survey have revealed that the issues highlighted in the literature could be applied and resolved.

In this study at Standard bank it was shown that leaders must understand their strenghts and weaknesses and capatalise on it to lead self-directed teams. The findings of the study further revealed that effective leaders of self-directed teams set direction, create a purpose and a sense of ownership (Goleman, 2002). Leaders in these self-directed teams need to be multidimensional and open to lead a self-managed team. They need to be self-aware of their actions, show respect, have integrity and understand what behaviours to apply in different situations. Leaders of self-directed teams need to understand what beliefs to adhere to, what leadership style to utilize, and what positive habits to instill to achieve value in a team (Minja, 2013).

In order to get the best out of followers in self-directed teams, effective leaders have to connect to people emotionally, culturally, and spiritually. Leaders therefore need to lead in these self-directed teams with the head and heart and with empathy.

The findings of this study indicate that culture in a team is the key to unlocking leadership in order to influence individuals in the team. Furthermore, the findings are consistent, where culture mediates the leadership direction. Transformational leaders need to be able to get followers to go beyond the “call of duty”. In addition, the findings in this section accentuate that leaders create a culture in teams by defining the goals with the team and the criteria for success. The leader that empowers teams and keeping them in the loop would make them feel as a part of the exciting future.

The findings of this research study support the existing literature that suggests that leaders must be transformational and authentic with empathy to lead self-directed teams. The research also revealed that a Clan Culture with specified roles and tasks for individuals should be adopted for self-directed teams to operate effectively.

The next section presents recommendations to the preferred leadership characteristics and culture to support self-directed teams.

SECTION 5: RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The purpose of this study was to identify the preferred leadership characteristics and team culture to enable self-directed teams to operate effectively. The guidelines of the Multifactor Leadership Questionnaire(MLQ) of Bass (2004) and Organisational Culture Assessment Instrument (OCAI) of Cameron (2010) were used to determine the preferred leadership style and culture in self-directed teams.

This study findings had revealed that a transformational leadership style and a Clan Culture could be introduced to support self-directed teams in order to succeed in practicing Agile Framework effectively. In this study the researcher observed that leadership characteristics and culture in self-directed teams might be associated. The relationship of the preferred leadership characteristics and culture was not studied as part of this study. This study only focused on two objectives, which were the preferred leadership characteristics, and culture in self-directed teams.

5.2. Recommendations

The transformational leader must be able to perceive, understand, and manage their emotions as well as that of his team through the practicing of empathy and authenticity. Everyone needs to know where they are going through the leader that provides a sense of purpose. The leader demonstrates that he is structured and goal orientated and walks the talk (Covey, 1991). Effective communication pays a pivotal role in transformational leadership. It is very important for a leader and the team to be able articulate and clearly communicate their expectations as a unit. Creating a relationship with followers in a self-directed team would allow leaders to understand how to interact with a team.

The Clan Culture allows teams to create a tribe-like type environment where there is a commonality of benefit, beliefs, and consensus. In the Clan Culture, empowerment and loyalty is promoted.

5.2.1 Recommendations to Preferred Leadership Characteristics in Self-directed Teams using The Agile Framework

5.2.1.1 Practice empathy and authenticity as Transformational leaders in self-directed teams

Firstly, the transformational leadership behaviour with emotional intelligence appearsto be the preferred leadership style to lead self-directed teams. Leaders in self-directed teams need to operate more on EQ rather than IQ and MQ. Empathy and authenticity is created through emotional intelligence. A leader in self-directed teams must therefore monitor their moods through self-awareness, change them through self-management, and understand the impact through empathy. This was displayed as part of **point 3**, that teams need leaders to be more understanding, show compassion, unearth wisdom and creativity in the team.

As part of emotional intelligence, leaders in teams must regularly practice tasks that include coaching, facilitating, requesting effective feedback, and pointing out improvements within self-directed teams.The leader needs to lead with the heart by assisting and guiding people overcoming fear through emotional mastery and courage. As a transformational leader, cohesion must be encouraged for self-directed teams to work together as a unit when practicing the Agile Framework.

In the study of the findings in **point 1**, the survey showed that Inspirational Influence (Behaviour) (IB) relates to the values and beliefs, confimed by testers (TS) and developers (DE) as a characteristic that they as members of a team support. They would like the integration manager to adapt during certain situations in the team to support them emotionally. The study of the findings supported **point 2**, that integration managers in self-directed teams need to change their support to the Laissez-faire (LS) characteristic and connect with team members emotionally whereas these leaders previously believed in command and control. Leaders in self-directed teams need to practice Inspirational Influence (Behaviour)(IB) in order to lead with empathy and authenticity. The “power culture” practised by integration managers that was linked

with “contingent and reward” during the Waterfall Methodology need to be replaced by showing empathy when leading self-directed teams. Leaders need to practice authenticity by being more understanding, show compassion, and encourage creativity in the team. The study uncovered in **point 4**, that Individualized Consideration (IC) as a behaviour concentrate on aspects of EQ such as empathy and collaboration, and assertiveness aligns with the key characteristics of transformational leadership which should be adopted by integration managers in self-directed teams.

5.2.1.2 Transformational leader must create a sense of purpose through directing, coaching and mapping growth

Secondly, the transformational leader in this self-directed team needs to be genuine and grounded. As a truly authentic leader of a team, the leader needs to practice openness to influence followers to create a sense of purpose. As the leader of these self-directed teams, encouragement of participation should be voluntary and not coerced through colloboration.

The study revealed that, through Individualized Consideration (IC), leaders could support teams, provide direction, and control through fascilitation in self directed teams. The study further recommends in **point 5**, that Management-by-Exception (Active) and Laissez-faire behavours by leaders negatively impact Individualized Consideration(IC) behaviour, where leaders want to support a coaching culture to encourage people in the team to be participative, transparent, and take ownership.

The study further exposed in **point 5** that morale should be sustained in self-directed teams by leaders leading and guiding strategically with the head. During the interviews, it was recommended that applying Inspirational Motivation (IM) as senoir executives enable leaders to lead with the head. It is recommneded that Inspirational Motivation (IM) allow leaders to create an environment where there is purpose. The study further confirmed that leaders in the executing teams need to drive strategy by defining obtainable team goals, colloboratively, and always encourage effective feedback.

5.2.1.3 Transformational leader communicates and promotes support and collaboration

Thirdly, the transformational leader must illustrate active listening skills and be able to communicate meaningfully. Listening with undivided attention and with an open-mindset is required from leaders in self-directed teams. Leaders in these self-directed teams need to invite collaboration, by directing people in the team through continuous interaction and communication. Continuous communication by transformational leaders in the team, results in a sense of partnership, encourages discussion, and stimulates a positive team culture. In the study it was recommended by senoir managers to encourage effective communicating by leaders in self-directed teams which enables trust among team members. It enables leaders to have the courage to probe the status quo, navigate and provide clear direction, as well as provoke and manage conflict in the team.

The study recommended, through Inspirational Motivation(IM) behaviour, that the developer (DE) and featuare analyst (FA) concur that leaders need to express confidence in people in the team through communication. The study recommends in **point 6 and 7**, that continuous comminication be part of the DNA of leaders. The study through senoir executives recommended that leadership need to continuously support feature teams through any complexity in the organisation, nurture beliefs, and adhere to certain standards and key behaviours that would impact and play an influential role in the functioning of a team.

5.2.1.4 Transformational leader improve relationship management

Fourthly in order to effectively improve relationship management as a transformational leader, leaders need to focus on self-awareness and self-regulation. Before transformational leaders can manage relationships, they need to notice and manage the impact that the behaviour of others have on them personally. Understanding and having a relationship with followers would enable transformational leaders to know how to interact with followers and lead them effectively to ignite the best results from people.

In the study it was recommended in **point 7,** that leaders need to practice an Idealized Influence (Behavior) (IB), that is required for relationship building in self-directed

teams. Covey (1991) confirms that creating more meaningful relationships inspires continuous communication in teams.

5.2.2 Recommendations to Preferred Team Culture in Self-directed Teams using the Agile Framework

Cultural topologies such as “role” and “task” culture exhibited major influence and significance among the participants during the questionnaire.

The study revealed that leaders adopt an Idealized Influence (Attributed) behavouir which positively supports the role and task culture. The study also revealed that the “role” and “task” culture extract value from the team to ultimately perform effectively.

Adopting the Clan Culture instills a culture where team members feel they get priority and they feel they have a direct influence within the team.The Clan Culture allows team members more autonomy and authority. The Clan Culture gives team members a sense of power within self-directed teams. The study revealed that the transformational leader with a task orientated culture allow decisions to be made quicker because people are able to discuss with each other freely and openly.

Cultural intelligent leaders place a great deal of emphasise on cohesion and morale in the team. As part of the Clan Culture, leaders need to encourage individuals in the team that the entire team is responsible for judgments. People in the team however need to acknowledge that they are part of something bigger. The study revealed that cultural intelligence allows leaders to instil discipline in people in self-directed teams to ensure they understand that they are part of something bigger and it is not about the individual.

The Clan Culture also allows the team to create a holistic environment and is team centered. The study revealed through senior managers that they place importance on cohesion and working as a unit.

The adoption of the Clan Culture allows self-directed teams to act in a manner that is conducive to responding to any arousing emotion in teams. The study confirmed the move from “power” driven culture to “role” and “task’ driven cultures through transformational behaviours such as Inspirational Motivation (IM). Transformational

leaders need to consciously promote, clearly articulate and stimulate the Clan Culture in self-directed teams..

The study recommends that leaders need to act beyond self–interest and develop and respect people in teams which support the development culture.

In the study it is recommnded that leaders believe that Individualized Consideration (IC) is a destiny as part of the Clan Culture where leaders grow individuals in the team. The study confirmed that through Idealized Influence (Behavior)leaders need to be open, show empathy, find out what people need, and create a safe environment for people in the team. The study revealed that leaders need to apply Inspirational Motivation (IM) behaviour in order to understand personalities in teams.

The study further discovered that the Clan Culture would provide a very friendly, safe and social environment where people can freely express themselves. Leaders must enable teams to decide and agree collectively on the direction.

5.3 Possible Further Studies

In future studies the link between culture and leadership can be explored. Future research may focus on the how the relationship of certain leadership characteristics and culture can influence financial performance in organisations.

5.4 Conclusion

Transformational leaders need to be self-managed, be self-aware of their actions, show respect, and have integrity. Transformational leaders understand what behaviours to apply in different situations in self-directed teams. The study further revealed that transformational leaders need to adhere to beliefs and positive habits to instill value in the team.

In order to get the best out of followers in the self-directed teams, transformational leaders have to connect to people emotionally, culturally, and spiritually. It is crucial for the transformational leader to recognize team shortcomings and to deal with fears

and tribulations. This leader needs to communicate effectively in order to ensure that everyone in the team knows what to do and what the success measures will be.

The study recommends that leaders in a Clan Culture must be more empathic towards people in self-directed teams. These leaders need to understand and share the feelings of others within the team. These transformational leaders must transform individual lives for the better while bringing about positive and social change in their followers within self-directed teams.

The study recommends that the preferred Clan Culture instinctively promotes people's ability to get things done in the self-directed teams. The Clan Culture adopts a pattern of a basic assumption of a pleasant team to work in. This Culture inspires people in self-directed teams to be more involved and open-minded. The involvement factor of the Clan Culture creates ownership and accountability in the teams. The study revealed that the Clan Culture promotes consistency and adaptability in self-directed teams.

The findings in the study recommends that in implementing a framework like the Agile Framework, culture compatibility would always be a problem, but if organisations realize that culture change is an emerging process, then they would succeed at the end as a team.

The study recommends that leaders create an environment where followers can have autonomy and ownership in innovative ways by leaders encouraging possitive values and beliefs in the team.

The Clan Culture in self-directed teams creates diversity in the team. Practicing the Clan Culture emphasizes cohesiveness and decreases dissent among team members. The cohesiveness in the Clan Culture nurtures an environment of productiveness and unearths competiveness within the team.

It can be concluded that transformational leadership and a Clan Culture allow self-directed teams using the Agile Framework to operate effectively as a unit.

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