

CHAPTER 1: INTRODUCTION

Government's main responsibility, among other things, is to ensure the provision of social services to improve the lives of its citizens. This goal is achieved when socio-economic challenges have been properly conceptualized and translated into public policies aimed at addressing developmental issues facing communities. Within that context, service delivery becomes a constitutionally mandated responsibility of government, and is essential in creating a society in which people are cared for and can also live and prosper.

Strategically, it is important that the policy formulation process appropriates the desired outcomes that will meet service delivery expectations. To achieve these government objectives, effective leadership is required. Within this organizational context, government mandates regarding social service delivery, are cascaded down to provincial levels, and then becomes the ultimate responsibility of local government (municipal administration), who will then translate these mandates into workable and functional activities that will address specific public service needs.

Among the challenges facing local government are the following leadership and skills challenges:

- Formulation and implementation of appropriate public policies that match required public service outcomes,
- Leadership ability to translate existing policies into relevant programs and effective project management, with clear success indicators,
- Leadership capacity to manage developmental processes and organizational systems that will achieve the desired goals of service delivery.

South Africa has had, and is still experiencing, an upsurge of public protests in various regions which are a clear indication that effective service delivery leaves much to be desired.

The focus of this applied research has been on leadership challenges that are caused by inadequate professional and management competencies.

The investigation has unearthed the organizational performance realities facing public sector officials that are related to technical, human and conceptual skills models. Furthermore, the research has established the extent to which lack of these skills impact on officials ability to deliver on service targets.

1.2 Background and Contextual Framework

Since its inauguration in 1994, the South African democratic government has set its focus on social and economic development as the main vehicle for transforming and improving the lives of its citizens. In the words of the then finance minister, Trevor Manuel (1998), he emphasized that South African government led by the African National Congress (ANC) has made substantial investment in social development over the past four years, in social welfare, water and sanitation, electrification and other social infrastructure, (Khosa Meshack, 2000).

However, infrastructure and service delivery backlogs exist in most sectors and the distribution of social services is currently very unequal, argues Khosa (2000). Whereas the richer or middle class of South African population generally enjoys relatively high standards of services, many people, especially rural and township communities (women and majority of blacks), lack the basic services in certain sectors of their demarcated regions.

In trying to understand the framework within which the government and its agencies function to provide social services, it has been vitally important for the researcher to briefly outline the role of key stakeholders such as the state, corporate sector/ state agencies and civil society.

Existing service delivery challenges can only be clearly understood within the contextual framework in which they occur.

South Africa, like many developing countries is continuously faced with overlapping developmental impediments resulting from a wide range of internal and foreign interactions with neighboring countries. The following are broad challenges that contribute to the complexity of managing and improving service delivery outcomes as laid out in programme and project plans:

Summary of Challenges facing Local Governments:

- Continuous influx of people from rural to urban areas,
- Political and economic instability,
- Immigration of foreign nationals from neighbouring countries,
- Increasing service demands from limited available resources,
- Increasing levels of unemployment resulting in growing poverty,
- Increasing social welfare needs because of the prevalence of HIV/Aids, and other related epidemics,
- Deteriorating development infrastructure,
- Poorly managed environmental impacts.

1.2.1 State (National Government)

The fundamental responsibility of the state as espoused in the South African Constitution is, among other things, to develop public policy that is aimed at addressing identified social problems. Once the policy analyses process has been commissioned, programme and project funding is made available through taxes and it becomes the responsibility of regional government and its agencies to follow the implementation process through.

1.2.2 Provincial Government

Regional levels of government then in turn cascade national and provincial development programmes with more defined outputs at a broader level. Some of the programme design, monitoring and evaluation occur at this level of government.

1.2.3 Municipal Administration and Civil Society

It is at this level of government where programmes are translated into specific and executable community development projects and services that will address the social needs of general citizens. Together with the locally elected community leaders (Ward Councillors), municipalities are able to refine social service packages such as the provision of electricity, water, sanitation, education, etc. to meet day-to-day human needs. More importantly, this is the level of government where effective operations in terms of service delivery and municipality functionality is monitored and evaluated by various stakeholders, including the communities. Any amount or level of dysfunctionality and administrative ineffectiveness, results in lack or poor service delivery to communities who are the ultimate beneficiaries.

The resultant dissatisfaction is usually communicated to responsible community representatives and government officials tasked with certain service delivery functions, and failure to communicate reasons for non delivery is expressed in escalating protests around the country.

1.3 Area of study

While policy formulation is the task of the central government, programmes and projects implementation remain the responsibility of the municipal administration. Some government functions are implemented, monitored and evaluated at the municipality level. In order to generate valuable information and sound conclusions regarding the status of service delivery and the skills capacity, the scope of this research was fixed to Ekurhuleni Metropolitan Municipality with a special focus in the Benoni Municipal sub-structure.

1.4 Problem Statement

The Ekurhuleni Metropolitan Municipality is currently having a problem of Organizational Leadership Competencies that are required for effectiveness and efficiency in the delivery of service. Responsible leadership and management capacities are a key component of ensuring organizational effectiveness and growth.

1.5 Purpose of research

The main objective of this research has been to investigate public sector organizational and functional realities in relation to the extent to which the prevalence of leadership skills (Skills Model), or lack thereof, impact on service delivery by the municipalities in general, with specific reference to the Ekurhuleni Metropolitan Municipality. The skills that have been focused on are academic/technical, human and conceptual skills.

This research has been necessitated by a growing concern from the electorate and the general public that public service delivery is not satisfying the expectations of provision of social services as promised by politicians through their charters and manifestos. Recently South Africa has experienced a growing level of public protests (in various regions), caused by failure of local government structures to improve their lives by delivering public service packages.

The services in discussion range from lack of proper road infrastructure and their maintenance, lack of sanitary services and clean water provision, insufficient housing and improperly equipped health care facilities. There are many more.

It is important to realize that the identified concerns cannot be dissociated from developmental expectations. This state of affairs manifests itself in failure to translate new or existing public policy into meaningful programmes and executable projects. Political leadership without inherent professional acumen cripples the functionality of municipalities and results in discontinued or irrelevant projects and poor service delivery. This research has examined specific technical, human and conceptual skills possessed by government officials at the municipal level, where delivery takes place.

The investigation has excluded local councilors and community representatives, but has focused more on senior management and executives, vocational personnel (engineers and other technical support staff), right up to contact personnel who deal with the public directly on a regular basis.

The public sector is tasked with policy analysis, development, management, monitoring and evaluation. This task is only achievable once the existing public policies are translated into programmes and specific community/government projects that are implementable through clearly defined management processes and organizational systems.

Although political leadership capability (charisma) is desirable as far as mobilizing consensus and participation of stakeholders in democratic processes, which are inclusive of the electorate and general communities, technical skills and organizational management experience are more than desirable. In fact, these crucial skills are not an option if municipalities want to achieve service delivery objectives.

In view of the fact that the research problem is complex given the nature and the sensitivity of the situation as outlined in the problem statement, the purpose of this research has been to:

- Investigate the factors that lead to the lack of organizational leadership competence in the Benoni Municipality,
- To present the findings on the state of the current lack of requisite skills for organizational effective performance,
- To interpret and analyze the findings of the research, and,
- To recommend strategies for consideration to improve on identified skills gaps that exists among municipal officials.

1.6 Research Questions

In his book titled “Infrastructure Mandates for Change”, Khosa (2000) assembles a wide range of progressive academics, local government executives, municipal managers and administrators, (including technical staff), to reflect on the relationships between competency levels and effective municipal functioning that leads to unacceptable levels of service delivery.

It became clear that, sufficient professional and technical grounding contributes significantly to the municipality's ability to deliver on given mandates.

Taking into consideration the magnitude and diversity of social needs of expectant communities and the variety of roles played by municipal officials at different organizational levels, this research has tried to answer the following research questions:

- What are the factors that contribute to this lack of professional and technical capacity among municipal officials?
- What is the state of organization's leadership competency within the current operational structures?
- What are the organizational leadership competencies for consideration?

Various classes of data have provided substance into understanding the underlying reasons for the current situation within the organization.

1.7 Structure of the research report

- **Chapter 1: Introduction**

Chapter 1 provides a general overview to the study. This chapter contains the location of the study, problem statement, purpose of the research and research questions, including background and contextual framework.

- **Chapter 2: Literature Review**

This chapter outlines the basic conceptual framework of the study by providing literature exploration with regards to the topic and research questions to be addressed. The review of "*Other Leadership Dimensions*" provides a broad framework that sets the basis to discuss the findings of the research, and also to generate valuable information for further studies in this field.

- **Chapter 3: Research Methodology**

The third chapter describes the research process in depth, including the research design, sampling technique, data collection mechanisms and instruments used in the study.

- **Chapter 4: Research Results Analysis**

Chapter 4 presents the raw data, an analysis of the data and the findings of the study. Results are presented in accordance with both a survey design (questionnaires), and interview generated research themes and concepts.

- **Chapter 5: Results Interpretation**

In this chapter, research data has been collated, codified and clustered into themes that have emerged to provide conclusive evidence for generalization purposes.

- **Chapter 6: Conclusion and Recommendations**

In chapter 6 the researcher summarizes the results of the study and presents conclusions drawn from the study.

Limitations emerging during the research process have been highlighted, and recommendations for additional research are also briefly discussed.

CHAPTER 2: THE LITERATURE REVIEW (LEADERSHIP THEORY AND PRACTICE)

2.1 Introduction

Leadership is a broad concept that is understood and practiced in various organizational environments, settings and situations. Its exploration in terms of theory and practice underpins important academic and professional debates. Leadership as an organizational concept has been widely researched and written about.

This section provides an overview of various theories and approaches to leadership and management imperatives, with the purpose of establishing a relationship between leadership capabilities and organizational growth and its effectiveness.

2.2 Definition of Literature Review

According to Newmann, (2011, p110), "reviewing the accumulated knowledge about a question is an essential step in the research process, no matter which approach to social science a writer adopts". The purpose of this step is to ensure that a researcher does not invent the wheel by carefully finding out what has already been studied on the selected topic. He further suggests that the literature review is based on the assumption that knowledge accumulates and that people learn from and build on what others have done.

In this research, literature reviewed has led to a sufficient understanding of leadership concepts, the theoretical bases and practical approaches to leadership as defined by several authors. Literature has also sought to clarify organizational issues that are attributed to poor leadership and how such challenges influence the growth and institutional effectiveness.

2.3 Role of Literature Review in Research

According to Boote (2006), a thorough, sophisticated literature review is the foundation and inspiration for substantial, useful research.

He further observes that a substantive, thorough, sophisticated literature review is a precondition for doing substantive, thorough, sophisticated research. “Good” research is good because it advances our collective understanding. It is therefore on the basis of this agreed understanding that a wide variety of literature on research subject has the ability to generate sound academic debates that helps to clarify various scholarly positions.

It is always a fruitless exercise to reinvent the wheel by investigating, exploring or even explaining concepts that have been studied before by other researchers. Baile (2006), in the same research article as Boote (2006), agrees that, in order to advance our collective understanding, a researcher or scholar needs to understand what has been done before, the strengths and weaknesses of existing studies, and what they might mean.

Newmann (2011) defines a literature review as a concept that is based on the assumption that knowledge accumulates, and that people learn from and build on what others have studied. To that end, he provides an almost detailed list of goals most literature reviews should seek to achieve, as follows:

- To demonstrate a familiarity with a body of knowledge and establish credibility, and to tell the reader that the researcher can solicit major issues that a research projects seeks to unearth,
- To show the path of prior research and how a current project is linked to it, and to place a research process into context,
- To integrate and summarize what is known in an area of study, and that occurs when the results from different studies are synthesized together to form a general opinion,
- To learn from each other and stimulate new ideas that will give direction to the research process and its findings.

Boote (2006, p.) correctly reinforces this understanding of the role of the literature review by asserting that " a researcher cannot perform significant research without first understanding the literature in the field. Not understanding the prior research clearly puts a researcher at a disadvantage".

Some authors such as Creswell (2003, p. 37), suggests that the literature review should meet three criteria:

- to present results of similar studies,
- to relate the present study to the ongoing dialogue in the literature,
- to provide a framework for comparing the results of a study with other studies, .

More emphasis on the importance of literature review is expressed by Creswell (2003, p. 86) in his five step process recommendation to accomplish these criteria as follows:

- identifying terms to typically use in your literature search;
- locating literature among the existing topics on the similar subject to be studied;
- reading and checking the relevance of the literature;
- organizing the literature you have selected according to themes and concepts; and
- writing a literature review .

This research has been directed by the same objectives of conducting a literature review, and has successfully been able to draw a distinction between what has been explored in previous studies, and remains a potential area of knowledge generation.

As will be substantiated later on in the discussion, the literature review based on previous research, report that the lack of professional and leadership capacity is one of the main contributors of poor service delivery within communities. One of the research report findings commissioned by SALGA and conducted by Local and Economic Government Sector Education and Training Authority (LegSETA), contain startling revelations in terms of how under capacitated the majority of municipalities are in South Africa, when it comes to leadership, management and technical expertise necessary for organizational effectiveness.

Mills (1981), reiterated in his report as chairman of the Working Group of the Association of School and Institutes of Administration that, in circumstances where it is feasible, efforts need to be made to build into, integrate and coordinate with the process of national leadership, (including municipalities), a human capital planning for social and economic development, includes the following elements:

- Forecast of human resources needs, in terms of required management and leadership skills, to flow from social and economic development programmes and project performance needs.
- Human capital development, including training programmes to equip public officials with the necessary skills required for organizational effectiveness and improved service delivery.

In other words, from all levels of organizational consideration, there are no substitute criteria for procurement of public officials other than suitability based on possession or acquisition of requisite professional and management skills.

2.4 Politics of Service Delivery

According to McLennan (2007), with South Africa well into its second decade of democracy, news headlines note a range of protests over poor provision of services in areas such as education, health, social grants, housing, water, electricity and basic infrastructure. She further observes that "a recurring chorus in these protests, especially at local level, is one of betrayal, the accusation that promises made by the government have not been kept", after almost two decades of a democratic dispensation.

McLennan (2007) also argues that service delivery is commonly understood to mean the provision of goods by a government or other organizations, to those who need or demand them, and also notes that in South Africa, given apartheid, the provision of services by the government is linked to the larger task of redistribution, social justice, poverty

alleviation and economic growth. Hence service delivery process is strongly associated with the capacity to provide social justice.

Equally, Hemson and Owusu-Ampomah (2005, p. 512-13), argue similarly that service delivery has wider meaning in South Africa:

"In South Africa the definition certainly is more encompassing and includes not only the ability to provide users with services needed or demanded, but also a sense of redress, that the services should raise the standard of living of the majority and confirm their citizenship in the new South Africa. In a society of growing inequality and uneven advances in education and training, service delivery is seen, at times as an instrument for leaping over the contradictions and ensuring a "social contract" with the people".

However, within the context of the recent amalgamation in 2000, discussed later in the chapter, and the complex nature of the organizational leadership challenges, the following list provides a brief synopsis of some of the institutional challenges facing the Ekurhuleni Metropolitan Municipality:

Institutional Challenges facing local governments:

- Stakeholder relationship between key stakeholders (officials, unions, communities),
- Constitutional need to consolidate democracy,
- Governance issues at organizational and state levels,
- Perceived corruption threats,
- Transparency and lack of accountability,
- Lack of capacity to implement, monitor and evaluate development programmes and effectiveness of service delivery, and many more.

The current situation of poor service delivery as outlined above, calls for an integrated approach to addressing current social, economic and political turbulence experienced in local communities recently, and this research has attempted to unearth some of the underlying issues that render Ekurhuleni Metropolitan Municipality, a "weak institution", without undermining and ignoring the successes and milestones achieved so far.

2.5 Political Behaviours in Organizations

The performance of local governments cannot be evaluated outside the political environment within which they operate. De Klerk (2002) emphasizes that politics in organizations is often regarded as dirty play and backstabbing, and even though the concept, like power, is somewhat elusive and does influence behaviour, it is a reality, and that management should realize that this does play a role in leadership and that it should be used constructively.

From his research, de Klerk (2002) identifies four basic notable political behaviors that have a direct bearing on the quality of service delivery, and they occur widely in organizations, namely:

Table 1 Political behaviours in organizations

Inducement	<ul style="list-style-type: none"> Occurs when a manager offers or promises something to someone in exchange for that person's support
Persuasion	<ul style="list-style-type: none"> Persuasion plays on a subordinate's emotions and may even include fear or guilt,
Creation of an obligation	<ul style="list-style-type: none"> This occurs when a manager, for example, supports another in a specific matter, even if opposed to it, being fully aware that the first manager's support will be needed sometime in the future to realize his/ her own objectives.

Coercion	<ul style="list-style-type: none"> • Coercion is behaviour that borders on the use of violence to get one's own way. A manager may, for example, threaten to withhold someone's reward or resources in an effort to get his or her own.
-----------------	--

Source: *Adapted from: Management Principles De Klerk,2002)*

The point is, there is a definite need for a very strong leadership: politically, professionally and operationally.

2.6 Managing political behaviors in organizations

In most cases, some leadership perspectives recognize that some credible leadership models and well designed and scientifically planned community development programmes fail to achieve their objectives simply because current leadership is not capable of managing or stabilizing political behaviors within government organizations.

Fortunately, De Klerk in Griffin, (2002), does provide the following useful guidelines on how to handle these political behaviours in the organization so that they can be used constructively in the leadership process:

- Managers should be aware of the fact that certain people regard some of their actions as political, even if this is not so,
- Allowing adequate autonomy and responsibility and receiving regular feedback, managers reduce the risk of political behaviour on the part of the subordinates,
- Managers and leaders should try to limit the use of power with the hope of reducing the likelihood of being accused of political behaviour,
- Managers should clear the air (within the organization) by handling differences and conflict openly. Frank and open discussion of differences will reduce the likelihood of political behaviour,
- Managers and leaders should avoid covert behaviour,

- Management systems that evaluate subordinates realistically (Performance Management System), reward systems that are directly linked to performance and a perceived restriction on competition among employees, do have a potential for unnecessary grievance and conflict.

It becomes clear from the above considerations that a management function is an integrated responsibility that tries to deal with organizational challenges holistically.

2.7 Definitions of Leadership and Competency

It is important to note at this stage that in his review of leadership research, Stogdill (1974), pointed out that there are almost as many differing definitions of leadership as there are people who write about it. He further asserts that various perspectives of the concept of leadership emphasize more of its attributes than the other, depending on the nature and the aspiration of individual organizations.

As much as the concept of leadership is widely studied and used in many organizational contexts, it would be beneficial to explore various meanings attached to the concept by various organizational practitioners. Essentially, it is people who give life to the organization, and as such, each individual in the organization has a different combination of interests, capabilities, habits, skills and personal objectives, and is motivated by different things in life.

Therefore, according to Brevis (2002), directing this complex resource of the organization - guiding the behaviour or leading the employees of the organization - requires a complicated management activity, namely leadership. Again, he describes leadership specifically as "entailing activities such as transmitting information to subordinates, formulating the organization's mission, objectives and plans, and explaining these to subordinates; giving orders and instructions to subordinates; deliberating with subordinates; supervising the work of subordinates; taking steps to improve the performance of subordinates; disciplining subordinates and dealing with conflicts". (Brevis 2002, p.)

Firstly, in order to create a broad understanding of the concept, a table has been provided which contains various definitions and approaches by different authors on how they perceive leadership as a necessary competency for organizational effectiveness.

Table 2 - Definitions of Leadership Concept:

Author	Definition
Charlton (1993, p. 23)	Competencies and processes required to enable and empower ordinary people to do extraordinary things in the face of adversity, and constantly turn in superior performance to the benefit of themselves and the organization. <i>"Leadership is therefore an activity that facilitates productive behaviour"</i>
Bennis and Townsend (1995, p.)	Leadership is the "Capacity to create compelling and plausible vision and then translate it into organizational reality".
Bennies (1993, p.)	"a leader is someone whose actions have the most profound consequences on other peoples' lives, for better or for worse, sometimes forever and ever"
Gardner (1990, p.)	"the process of persuasion or example by which an individual or leadership team induces a group to pursue objectives held by the leader or shared by the leader and his or her followers"
Baron and Padwa (1999, p.)	Leadership "is not power, but empowering others"

Secondly, the concept of "competency" is understood and used differently by different authors. It is necessary therefore to align the understanding of the concept with its application in this research without creating ambiguity. Such clarity is imperative in discussing the leadership capacity that supports effective service delivery.

Table 3 - Definition of Competency

Author	Definition
Meyer (1996, p. 81)	"Competency is the integration of knowledge, skill and value orientation, demonstrated to a defined standard in a specific context"
Charlton (1993, p. 35)	"The exhibition of specific behaviour and attitudes being clearly demonstrated and therefore measurable, and are distinguishable from the inherent potential to perform".
Farren and Kaye (1996, p. 186)	"Competencies are general areas of proficiency" and contrasts these with skills which are "specific actions or activities that support overall competency.

Thirdly, this report has provided a table containing brief differences between leaders and managers. Hopefully this information will narrow the understanding and the use of these concepts so that the findings of the research report will be more contextualized rather than general.

The report has revealed a remarkable aspect of leadership as defined within the context of a politically driven organizational environment. There is clear lack of understanding and distinction between political and professional leadership, confirms Bennis (1993) report.

Some leaders and managers tend to put more emphasis on general political interests and trade union objectives, at the expense of professionally dispensing expected social services to respective communities. That imbalance does, to a certain extent, contribute to the lack of focus in prioritizing specific service packages to the municipality's clients, reiterates Bennis (1993).

**Table 4 - Differences between managers and leaders:
(Bennies, 1993)**

MANAGERS	LEADERS
The manager administers	The leader innovates
The manager maintains	The leader develops
The manager focuses on systems	The leader focuses on people
The manager relies on control	The leader inspires trust
The manager has a short-range view	The leader has a long-range view
The manager asks how and when	The leader asks what and why
The manager has his eye on the bottom line	The leader has his eye on the horizon
The manager accepts the status quo	The leader challenges it
The manager is the classic good soldier	The leader is his own person
The manager does things right	The leader does the right things

Bennis (1993, p. 89) further highlights an interesting difference between managers and leaders by observing that “Leaders conquer the context - the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them - while managers surrender to it”, while Kellas (1997, p. 6), asserts that "You manage a team of mules -, You lead a group of men"

Kellas (1997) observes that, as strongly as it sounds, only capable and competent leaders can create a balance between leading by "charisma" and skills - based leadership. Adapting to various organizational demands, while safeguarding the organization from adverse external forces (communities and other key stakeholders), constitute leadership strength and capability.

2.8 Brief Historical Background of Ekurhuleni Metropolitan Municipality

On the 5th of December 2000, seven years after the historic Convention for a democratic South Africa (CODESA), which took place at The World Trade Centre, in Kempton Park, the local government authorities of the nine cities and towns east of Gauteng and eleven further administrations were formed into the Ekurhuleni Metropolitan Municipality (EMM), the fourth largest metropolitan municipality in South Africa, (The Formation of Ekurhuleni Metropolitan Municipality, 2011).

This amalgamation of administrations resulted in the disestablishment of the previous local administrations which were absorbed into the new structure. The municipality's population is currently estimated at 2.5 million people of mixed races and gender structures, and is a sprawling 1923 square kilometer area, composing of more than 15% of the total Gauteng region.

Firstly, in order to effectively plan developmental and normal service delivery projects, the municipality was divided into the following regions:

- The Northern Service Delivery Region,
- The Southern Service Delivery Region, and
- The Eastern service Delivery Region.

Secondly, in order to address the new municipality's numerous developmental and service delivery challenges, and to provide direction for the creation of a better and improved living and working environment, a long-term vision for the EMM was developed. It is on the basis of this vision that the strategic organizational goals were crafted. Hence, this research attempted to investigate the current state of leadership skills capacity as they relate to delivery of social services to the identified communities and other beneficiaries.

2.9 Leadership Theories

2.9.1 Contingency Theory (Situational Leadership)

Fiedler and Garcia (1987) describe contingency theory as a leader-match theory. In other words this theory tries to match the attributes of a particular leader to appropriate situations.

They further suggest that a leader's effectiveness is determined by how well his/her leadership style fits the context and the environment within which the organization operates. As much as it is important to understand the performance levels of a given leader in a given setting, it is equally important to develop rationality of the situations in which they lead.

Furthermore it is interesting to note that the contingency theory was developed after studying the styles of many different leaders operating in various situational contexts.

As a result, the analysis of different styles of leaders led to empirically grounded generalizations about which style of leadership would yield expected results in a given organizational environment.

It is equally important therefore to link these observations, (which will be discussed in detail in ensuing chapters), with the realities of situations and organizational challenges facing public officials in ensuring effective service delivery to their communities. However, as a basis for further discussion on leadership capabilities, this research will explore how contingency theory of leadership compliments with other identified leadership dimensions, its strengths and weaknesses in the public sector organizations. Findings of this research will help clarify some of the factors that contribute to the prevalent dearth of matching leadership and management skills of government officials, required for service delivery outcomes.

Baider (2008) in Robert Moore's report on California's Evaluation Report of Service Delivery, and other critics of California Workforce Investment Board (CWIB) contracted with researchers at California State University, Northridge to evaluate the Integrated Service Delivery (ISD) initiative complained that WIA was not training people and developing skills for long run success in the labour market but just moving people from one low paying job to another.

This practice is symptomatic of political appointments in South African Local Government. In the same report, critics contended that the new system has led to creaming, in that only the more able participants are enrolled, in order to boost performance of the federal performance measures which included placement rates and earnings after service. Critics also contend that training opportunities, especially for the most disadvantaged, have declined under WIA.

The above research findings reinforce current local government's failure to align leadership and other functional skills development interventions with strategic deliverables that meet social service delivery outcomes in municipalities.

2.9.2 Path-Goal Theory

Path-goal theory is described by Northouse (2004) as concerning how leaders motivate subordinates in order to accomplish designated goals.

This theory developed from heavy research conducted in the early 1970's, on what motivates employees to contribute their best to improve organizational effectiveness. According to House and Mitchell (1974), the main goal of this leadership theory is to enhance performance and employee satisfaction by focusing on employee motivation.

The difference in approach between contingency theory (which emphasizes the match between the leader's style and specific situational variables), is that the path-goal theory emphasizes the relationship between the leadership style and the characteristics of subordinates and the workplace setting. By its definition and measure of appropriateness, the path-goal theory is also necessary for public officials and public managers to get work done in various spheres of organizational operation.

Northouse (2004) further observes that the underlying assumption of path-goal theory is derived from “expectancy theory”, which suggests that subordinates will be motivated if they think they are capable of performing their work. That means if they realize that their value is recognized as individuals and the meaningful contribution they make to the growth of the organization, they are motivated to do more.

It is no doubt that a good leader and a manager in a public institution need the same skills.

It simply means that if officials believe that their efforts will result in realizing public policy outcomes, (climate & culture issue), and if they are convinced that the rewards and recognition for their work are worthwhile, commitment to ensuring maximum service delivery becomes a driving force towards acceptable performance levels.

Without exploring the details of this theory and its practical application, this research has briefly touched on relevant leadership behaviours, subordinates’ characteristics and task characteristics, its strengths and weaknesses, and largely how it compliments other leadership capacity requirements. An overview discussion has been attempted on how a certain degree of lack of these skills negatively impacts on effective service delivery within the local government sector.

2.9.3 Transformational Leadership Model

Transformational leadership as a business concept, has grown remarkably in its popularity simply because the majority of organizations are faced with the daunting challenge of keeping up with both internal and external forces affecting the way organizations operate.

In order to adapt to not only political and socio-economic demands, including global influences with a substantial impact on how organizations function, there is a definite need for focused leadership.

For organizational change to succeed, strong leadership is required to chart new vision and organizational direction, at the same time, to manage the process of change and the people involved.

It is clear therefore that public officials have to cultivate a culture of focusing on the provision of the needs of its citizens, rather than to maintain the systems and processes as an end on themselves. Bureaucracies are supposed to facilitate service delivery efficiently as opposed to continuously creating unending processes that stifle the very reason why they exist.

Therefore the basic requirement and expectation from the beneficiaries of social service, is the optimal sensitivity to the communities' needs rather than justifying why certain things could not and will not be done.

Bryman (1992) describes transformational leadership as part of the "New Leadership" paradigm which gives more attention to the "charismatic and affective" elements of leadership.

Essentially, transformational leadership is a process that changes and transforms individuals. Northouse (2004) interprets it as a model concerned with emotions, values, ethics, standards, and long term goals, and it includes assessing "followers" motives, satisfying their needs and treating them as full human beings. It is ironic therefore to expect leaders who lack transformational leadership skills to add value to the lives of those they lead every day, to have ability, passion and commitment to improving the lives of the general community through effective public service delivery.

After its emergence as an important approach to leadership development, Downton (1973) termed it Transformational Leadership. Subsequently, from his classical work, political sociologist, Burns, in Northouse (2004), tried to link the role of leadership and its followership. Burns makes a poignant distinction between transformational leadership and transactional leadership.

A relevant example of this phenomenon is where a politician who wants to win the votes promises no new taxes and improved service delivery to the community. As soon as they gain power, the priorities change from serving community needs to securing political power.

The lack of promised service delivery is then clear evidence that the lack of professional and technical skills are an impediment to tackling challenges facing organizational performance to achieve its objectives. One of the prominent leadership competencies is to motivate for transformation of an organization into a “Performance driven” public entity.

In his quarterly review of the Relationship Between Leadership Competencies and Change Implementation Activities, Bernard (2005), noted the two important leadership dimensions, firstly that leaders who are more effective at *task-oriented* behaviors are more likely to focus on both the mobilizing and evaluating activities associated with planned organizational change implementation (than other leaders), and secondly that leaders who are more effective at *person-oriented* behaviors are more likely to focus on the communicating activities of planned organizational change implementation (than other leaders).

This research has briefly contrasted models of leadership and their application to public sector organizations, with a view to arriving at conclusive results in terms of its ability to contribute to organizational effectiveness by incorporating both task and person orientation in implementing organizational development initiatives that will focus more on improved service delivery. Some considerations have been provided by the research findings in terms of closing the existing management skills gaps with regards to organizational change and development.

2.9.4 Leader Member Exchange Theory

Leader-member exchange theory adopts another approach to leadership themes which have been briefly described earlier. The difference is that this theory, also called (LMX), conceptualizes leadership as a process that is centered on the interactions between leaders and followers.

In other words, it focuses more on what Danssercau, Graen and Hagan (1975) describe as a *dyadic relationship* between leaders and followers being the focal point of the leadership process. In researching this theory, scholars focused on a vertical relationship between one or more subordinates, which is also called vertical dyad linkage (VDL).

While prior research focused on leadership activities towards all of their followers, LMX theory challenged existing assumptions on collective behaviors and directed attention to the differences that might exist between the leader and each of his or her followers.

In a nutshell, the theory distinguishes between what is referred to as “in-group”, which explain linkages between role relationships that are based on expanded and negotiated role responsibilities, and those that are based on the formal employment contracts (defined roles), which are called “out-group”.

In this research, the focus has been on less complex leadership characteristics as they pertain to public sector organizations. As much as this theory provides more technical aspects of leadership, it is reasonable to limit their practice in more focused, well-defined structures in an organization. Eventually, a choice has been made between leadership theories in order to generate sound debates around the subject, as it relates to effectiveness of a public sector organization.

Other related literature has revealed that lack of organizational leadership is not only a challenge particularly in public sector entities such as departments of education, health, roads and human settlement, it extends to other sister organizations that are involved in providing public services to communities on behalf of the government , such as non-governmental organizations, private sector, etc..

Another example is found in the results from a study by Jackson Robert (United States Air Force Academy, Colorado Springs, Colorado, United States of America (USA) which suggest that community college presidents and board of trustee chairpersons, converge in their views of the academy’s leadership competencies.

Their views reveal high expectations for community college presidents and highlight experiences related to the development of these competencies, in order to strengthen organizational capacity to deliver educational and other institutional developmental objectives. The same applies to other community service needs that the municipality is largely responsible for providing as part of its institutional mandate.

2.9.5 Transactional Leadership

According to Brevis (1991), the traditional management function of leading is also known as *transactional leadership*, and he further draws a similarity between what managers do and this type of leadership, whose role is to clarify the role of subordinates, initiate structures and provide appropriate rewards, while conforming to organizational norms and values.

It is important to note that local governments (municipalities) have a peculiar nature in terms of their design and the wide range of objectives they are expected to achieve.

Unlike other organizations, their composition in terms of structure, interest groupings and the environment within which they operate, present even more of a complex task for leadership. While there is a role for managers who simply maintain systems and rules to ensure compliance in the operations, effective leadership has an added challenge of directing the organization and preserving organizational relationships.

Within that understanding, Brevis provides the following list of fundamental practices and behaviors of exceptional leaders:

Table 5 Practices and behaviour of exceptional leaders

Challenging the process:	<ul style="list-style-type: none"> • Search for opportunities, • Experiments and takes risks.
Inspiring a shared vision:	<ul style="list-style-type: none"> • Envision the future, • Enlist others.
Enabling others to act:	<ul style="list-style-type: none"> • Foster collaboration, • Strengthen others.

Modeling the way:	<ul style="list-style-type: none"> • Set the example, • Plan small wins.
Encouraging the heart:	Recognise the individual contribution, Celebrate accomplishments.

Source: Adapted from Kanzas, & Pasner, Mandela N. (1994), Long Walk to Freedom), Randburg , Macdonald Purnell.

2.10 Additional Organizational Leadership Dimensions

2.10.1 From Group Leaders/Managers to Enterprise Leadership

Drotter (2001) observes in his researched publication that even if successful organizational leaders exhibit sound strategic ability, vision and skills that are important at this level of leadership, this will not rescue him/her if he cannot get things done, or who lacks the ability to put the right person in the right job.

He raises an interesting issue of a "proper match of incumbents functioning in certain positions, with competency profile of the position". (Drotter 2001, p.)

This view is further supported by recent business magazines and newspapers (Sunday Times 03 July 2011), in an article by the National Treasury: that the prominent reason for the majority of municipalities to consistently obtain qualified audits is the serious lack of leadership and management skills. Therefore accounting officials cannot account for or provide rationale for some of the decisions made in executing some of their functions.

These and other findings raise serious questions regarding the suitability of officials functioning in certain positions. Drotter (2001) cites a fundamental contributing factor to this problem, according to his findings, that they lacked high level skills, time applications, and work values demanded at this level of leadership.

In trying to summarize the leadership challenges faced by senior leadership and executive managers, he tabulates the following issues:

- Delivering Consistent, Predictable Top and Bottom Line Results,
- Setting Organizational direction by crafting appropriate strategy,
- Shaping the Soft Side of the Organization (social relationships),
- Maintaining an Edge in Execution. and lastly,
- Managing the organization in a Broader, Global Context.

These observations have guided the researcher in trying to unearth specific underlying reasons for the state of affairs in local government, and provide possible solutions to deal with these shortcomings.

2.10.2 Leadership Role of Local Officials in Training Programs

Eadie (1988), in his article, suggests that organizational capability can be assessed along a number of lines such as human resources, organizational planning experience, the managerial infrastructure, and effective management of external pressures.

In Douglas's view, the Locally Elected Officials themselves represent the most important human resource, and that any strategic "issue management" application must be tailored to the skills imperatives and the priority they give to the service delivery process. It means therefore that subsequent training programmes contemplated by local government structures to improve on organizational capability, should be an all encompassing and integrated process. In his understanding, the term "managerial infrastructure" describes a municipality's "bread and butter" administrative and service delivery systems, such as financial management (payroll, accounting, inventory, purchasing), personnel management, contract management and the like.

If there are serious deficiencies in one or more of these basic organizational systems, the cost in time and money to correct them can be a serious constraint on the implementation of strategic programmes aimed at improving community's lifestyles through effective service delivery.

This assertion supports a broad understanding that the acquisition of organizational leadership skills should be a much more focused intervention, as much as official's involvement in skills upgrades.

2.10.3 Roots of True Leadership

Smith (2001), in her article on leadership development, describes this concept from the point of view of leading organizations without forgetting long term future leadership and management challenges.

She maintains that a fragmented leadership process renders organizations ineffective and incapable of delivering on their objectives. Such organizations are expected to invent new leadership capacity continuously, and they lack functional continuity. Some senior appointments have fixed term conditions of engagement in local government organizations, while most of community development programmes are long term.

As much as leadership positions define the role and function of a manager rather than incumbents (officials) who occupy certain positions, that practice creates service delivery gaps when a new person still has to spend time being inducted to the position that happens to exist as a result of any form of attrition.

These organizational realities and other human resource development strategic challenges, (including succession planning) as a programme, if left unaddressed, will definitely impact negatively on social service delivery as the core function of municipalities.

2.10.4 Developing Leaders through Mentoring

This concept introduces a valuable dimension of leadership of "coaching and mentoring", which enhances the efforts to improve managerial capability within organizations. In her report on evaluation of key research questions that were considered in a study of 15 scholarly articles on mentoring, Leavitt (2011) affirms that mentorship plays an important role in today's organizational setting, and that it is used as an orienting and integration process for new hires, as a method of acclimation and socialization following the on-boarding process, and as a training and development tool for managers and leaders.

Researcher, Merriam (1958, p. 169) in Leavitt (2011), states that "mentoring appears to mean one thing to developmental psychologists, another thing to business people, and a third thing to those in academic settings". This simply means that there is no uniform set of best mentoring processes that every organization can use as a benchmark to improve on experiential development initiatives.

Kram and Isabella's (1985, p.) research results expanded the existing view of leadership development by proposing a different configuration to the traditional mentoring relationship, namely, "relationship with peers (as differentiated from hierarchical" mentoring relationships), and they attribute it to an important alternative to personal and professional growth.

More specifically, they advocate that many business and organizational environments have progressed into a globally-competitive marketplace, and that this underscores the imperative for organizations to leverage the value of mentoring as a developmental activity for leaders.

Considering the enormous pressure put by community demands for improved service delivery, it may not be surprising to learn that workforce instability can be a direct result of leadership ability and commitment to embark on this very important aspect of a leadership function.

Carol observes in Thompson's (1977) research that the mentoring phenomenon as a developmental process in organizations, emerged strongly, as a result, a number of articles and studies in the early 1980's which led to an explosion of interest and research on this topic.

The "Newer Frameworks" section of the research on value-added benefits for the protégé and the organization, which include job skills, competency development, and career enhancement, which is captured in Thomas & Murphy, (2001), and job satisfaction,

perceived career success and retention for the organization, supports the notion of mentorship as an organizational performance imperative.

Phelps and Brossoit, (2007), supports the idea that organizations can only function effectively when the right employees are placed in the right jobs, and are guided by leaders with the right skills and supportive systems and strategies.

Lastly, though Kram and Isabella, (1985), in Leavitt's research, offer an expanded view of leadership development by proposing a different configuration to the traditional mentorship relationship. This refers to the fact that relationships with peers (as different from hierarchical mentoring relationship) offer an important alternative to personal and professional growth.

Within the context of the local government environment, there is very strong need for "politicking", to garner support from as many stakeholders as possible (including politicians), in order to get things done. Without sufficient confidence and well-developed relationships, operational decisions become somehow a struggle to achieve. A good mentor can bridge structural gaps and get things delivered quicker than delayed.

During the development of an Inter-professional Competency Model for Healthcare Leadership, Calhoun (2003) highlighted the importance of creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. She further emphasized the significance of the leader's responsibility to understand his or her impact on others and to improve his or her capabilities, as well as the capabilities of others.

2.10.5 Skills Model (Organizational Leadership Competencies)

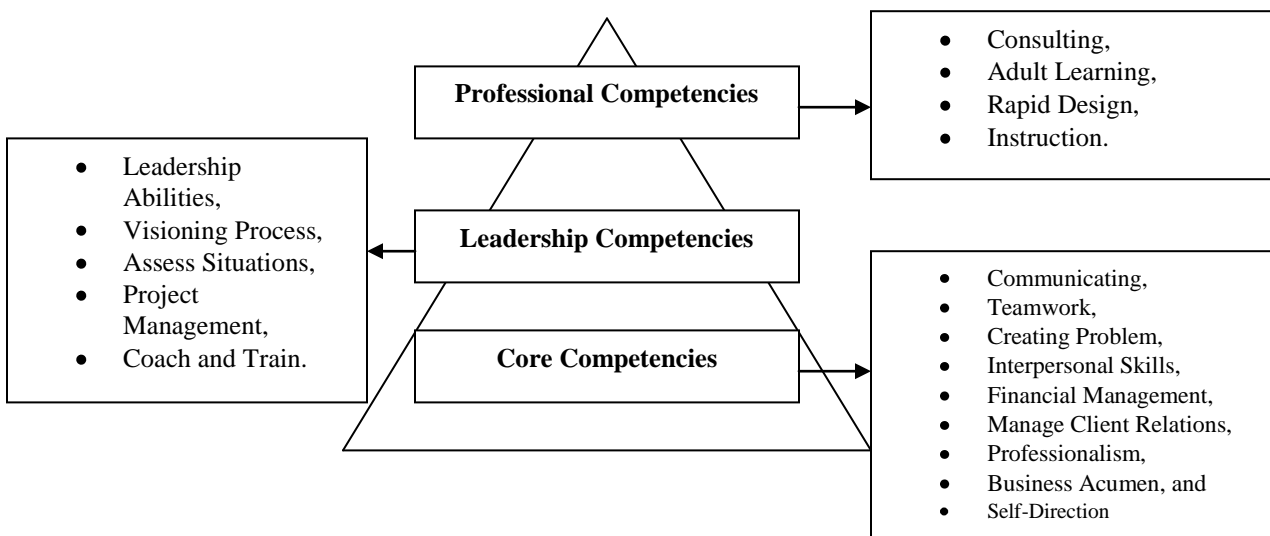
The skills approach takes a leader centered perspective on leadership. In this model, there is a shift from focus on responsibility characteristics, which are usually as innate and relatively fixed, to an emphasis on skills and abilities that can be learned and developed.

Katz (1995), in his research, tried to identify a definitive set of leadership traits. He further made an attempt to transcend the trait (personality) problems by addressing leadership as a set of developable skills.

In addition, Lynch (1993) correctly asserts that effective leadership creates an effective system for getting things done. To address fundamental research questions, the research has focused on the following skills levels:

- Leadership/Managerial Skills, (Leadership Competencies)
- Technical Skills, (Professional Competencies), and
- Humans Skills. (Core Competencies)

Figure 1 PYRAMID OF LEDERSHIP



Adapted from: Clark, (2010) - "A Big Dog, Little Dog's Performance Juxtaposition"

Clark D. (2010) describes the above leadership skills as follows:

Table 6 Further Definitions of Competencies

Professional Competencies	These are the skills and knowledge needed to direct the
---------------------------	---

	systems and processes that a leader controls. Professional competencies form the mortar that binds the pyramid together. Without some knowledge of the technical skills that they direct, the pyramid soon begins to fall apart and the organization begins to operate in damage control mode. Each organization requires a different set of professional competencies for each leadership position.
Leadership Competencies	These are the skills needed to drive the organization on to the cutting edge of new technologies. Leadership Competencies form the basic structure that separates leaders from bosses. These skills create the walls and interiors of the pyramid, without them, a leader is just a hollow windbag.
Core Competencies	These are the personal skills required at all levels of leadership. Essential competencies provide the foundation that a person needs to become a leader. Without a strong foundation, the sides of the pyramid will soon crumble and fall as the base gives way.

Subsequently, this research has designed the data collection tools with the objective to gather critically important information to understand the prevalence of the above management capabilities.

In his observations on the subject, Lynch (1993) agrees that good leaders know that inefficient systems destroy commitment, pride and self esteem. It is in this organizational context that this research has tried to unearth the prevalent lack of skills within government officials that ultimately affects service delivery.

It is evident from the previous research activities that personality characteristics of leaders, who lack academic, professional and relevant management skills, are not adequate for organizations to realize their objectives.

2.11 Conclusion

Specifically, this research has explored the availability of technical, human and conceptual skills as an inherent requirement for acceptable performance that will ensure a holistic leadership capability. While a combination of leadership theory and practice are necessary at any given time, the context within which they are applied should form the basis of any delivery capacity considerations.

Such leadership competencies are not an option for public sector officials in order to design, interpret public policy, programme/ project development and management, (with implementation), that will satisfy developmental service delivery. The skills / leadership competency model is the main focus of this research.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

It has been argued in many academic and philosophical debates whether social sciences fall within the category of other sciences. In other words, can the same research methods and techniques applied in pure and natural sciences also be suitable to produce credible research results as in social sciences domain. Before deciding on the type of research methodology, a researcher might be faced with basic conceptual conflicts between what is acceptable in social and natural scientific research processes. That is why Collins (1989, p.134) argued that the debate comes from an overly rigid definition of science, namely that "modern philosophy of sciences does not destroy sociological science, it does not say that science is impossible, but gives the researcher a more flexible picture of what science is".

It is not the objective of this research to engage in philosophical debates around the similarities and relationships between the research methods that are largely used to conduct research. The purpose of this brief background outlay of the concept is to justify the techniques and methodology selected in conducting this research.

In this research project, a series of simple techniques have been chosen in line with both the context and the general purpose of the research itself. To that effect, this section has tried to briefly discuss the concepts of research design, the selection of participants (sampling), data collection strategy, and questionnaire formats, as they pertain to the study topic and the questions that the research needs to answer.

In essence, research methodology is determined by the nature of the research and the purpose for which it is designed.

According to Fouche and Delpont (2002), most writers agree that in real life, human sciences research uses both quantitative and qualitative methodologies.

Accordingly, this research has encompassed both quantitative and qualitative methods.

Empirically, all the established facts in relation to officials' formal qualifications and their management credentials have been matched and compared with required leadership competency profiles for specific job categories. Numerical representation of reality regarding the skills availability within the organization has been obtained using appropriate instruments such as surveys.

According to Neuman (2000, p.66),

"Positivism sees social science as an organized method for combining deductive logic with precise empirical observations of individual behaviour in order to discover and confirm a set of probabilistic casual laws that can be used to predict general patterns of human activity".

Based on that consideration, both positivism and intepretivist research approaches have been employed. The reason for this approach is that while statistical data is available which almost represents a global picture of skills shortages, (quantitative), as compiled by Local and Economic Government Sector Education and Training (Leg SETA), qualitative information is important to provide in-depth answers and underlying reasons for the current lack of leadership skills within municipal officials.

This method has achieved a high level assessment of results because it has been based on verifiable data which can also be substantiated by existing organizational and structural scenarios.

3.2 Research Design

According to Bless and Higson-Smith (1995, p.), research design is “a plan of how to proceed in determining the nature of the relationship between variables.” In its design this research has followed a mixed methodological approach by conducting a qualitative research by using interviews and possibly focus groups to get maximum clarity on any issue, if necessary.

Secondly, Wimmer and Diminick (2000) agree that the advantages of a case study design is useful in providing a large amount of information and detail about the research topic, and allows the researcher to deal with a wide variety of raw data.

Quantitative methodology has also been used to determine the extent of the problem (horizontally), as it will be represented numerically.

3.3 Selection of Participants (Sampling)

According to Creswell (2003, p.220), a mixed method “recognizes that quantitative data often involve random sampling, so that each participant has an equal probability of being selected, and the sample can be generalized to the larger population.

In qualitative data collection, purposeful sampling is used so that individuals are selected because they have experienced the central phenomenon. Information from respondents will provide information that can be generically applied to other similar situations.

This research has adopted a mixed method approach by applying probability and non-probability sampling. The reason for this choice is because the situation in most municipalities reflects almost similar patterns of poor service delivery. Practically, the participants have been selected from a sample of officials representing each municipal department whose core function is service delivery.

Again, a stratified sampling approach has been used in order to cover all levels of the organizational structure, from political heads of departments, senior management and the front office where there is first contact between officials and the community whose needs should be addressed through social service delivery.

The researcher ensured that the data collected was relevant and addresses contextual issues pertinent to respondent's profiles within the organization.

The profile of municipal officials comprised the following:

- Between four and five years political leadership and management within the public sector in general,
- Officials currently executing a leadership and operational responsibility within the Ekurhuleni Metropolitan Municipality,
- Full accountability for service delivery function within specified regions of the council,
- Management and monitoring service as dispensed by customer care centers,
- Strategic human resources management and development.

These portfolios have a responsibility of ensuring overall effective service delivery and related functions that supports this delivery.

3.4 Data Collection Strategy

Data collection has been done through the use of questionnaires (Appendix A and Appendix B - copy attached), with structured questions that have revealed professional and technical expertise in specific positions within the Ekurhuleni Metropolitan Municipality. Leedy (1993), observes from his research work that data collection techniques are particularly suitable when the data needs to be obtained from people who are geographically dispersed.

The Ekurhuleni Metropolitan Municipality is demarcated into at least 20 regional centers in the eastern part of Gauteng province. Leedy (1993, p. 188), also emphasizes that questionnaires should have a "precision of expression, objectivity, relevance, suitability to the problem situation, and the probability of favorable reception and return".

The collected data has reflected the extent of the problem across the municipal administrative and functional structures (quantitatively), and structured interviews have been conducted to further provide substance to information collected by using qualitative methods.

Furthermore, face-to-face interviews have been conducted with respondents (political heads of departments), in order to provide quality information that will determine the level of human and conceptual skills inherent to incumbents jobs and responsibilities. In order to collect accurate and reliable information, the department of Human Resources and Development has been fully involved as the contact point for this research project. The aim of the interviews was to collect qualitative and quantitative information.

After the sample size was determined and questionnaires completed, participants were contacted telephonically to finalize interview meetings. During the proposals for interviews, the scope and the purpose of the research was discussed and agreed to.

3.4.1 Questionnaire and interview Format

The purpose of the interviews was to get clarity on issues raised in questionnaires and gather additional information that would give substance to the research issues raised concerning service delivery challenges. The content of the questions are shown in Appendix A and Appendix B. As Leedy, (1993), recommends, the criterion of confidentiality and anonymity was ensured with participants. The reason for this choice of criteria was to engender trust and to encourage free and open engagement that would lead to honest disclosure of sensitive yet confidential information.

To achieve this, notes were handwritten and no discussion was recorded. Interestingly enough, before the permission to conduct the research was granted to the researcher by the council's Research and Development department, an undertaking was sought that, the findings be presented and made available to the political and administrative heads of departments within the municipality, so that recommendations could be implemented.

In order to ensure objectivity in conducting interviews and completing questionnaires, the following factors were taken into consideration:

- Respondents and interviewees who are defensive, hostile, over or under communicative, or unable or unwilling to focus on the research problem, King,

(1994). This situation became evident when senior officials had to evaluate themselves as having adequate or less than adequate requisite skills for the positions they are currently holding.

- Respondents who are unwilling or untruthful participants, (Marshal and Rossman, 1998),
- The success of the interview is largely dependant upon the participants' skills, especially listening, personal interaction, and question framing skills (Marshal and Rossman, 1998),

The above factors contributed significantly in configuring structure and content of data collection mechanisms and tools.

3.4.2 The Questionnaire and Interview Outline

The following information gathering questionnaire outline (shown as Appendix A and Appendix B), consisted of:

- Appendix A: questionnaire for Customer Care Management ,
- Appendix C questionnaire for Political Heads of Departments, (MMC),
- Appendix C: questionnaire for Corporate Human Resources Management and Development.

The above questionnaires contain structured questions that are designed to solicit valuable data that will provide answers to research questions.

3.4.2.1 Appendix A: Customer Care Management

Section 1

Section 1 is divided into questions one and two with the following content:

- Question one consisted of questions with information regarding the position held by the participants and the general perception of the level of service delivery within their specific areas of responsibility.
- Question two consisted of questions which were broad and attempted to solicit as much information as possible in order to address customers' (community's) perceptions of the current level of service delivery, choices of services and responsiveness to complaints, according to their experience on a daily basis, and the general awareness of the service package they may expect from the local government, in terms of "Batho Pele" principles.

Furthermore, the questions try to evaluate the level of consultation and communication between the municipal officials and the communities they serve.

This also applies to delays in delivering services or a complete lack thereof as a direct leadership responsibility.

Section 2

Appendix A consists of questions three to seven and contains the following:

- Question three consists of direct questions relating to the officials' assessment of their capability to provide effective service delivery as they experience it in the daily execution of their responsibility, overall service delivery rating in their respective areas, the evaluation of the current leadership and operational skills prevalent within the departments with which they interact, and the contributing factors in terms of the councils ability to meet customers service demands.

- Question four and five address the most crucial question as to whether the shortage of skills have at any stage directly contributed to the delays or complete lack of provision of required services, and the remedial measures the council has employed to deal with the situation.
- Question six and seven deals with recommended solutions to the current leadership, management, and technical skills challenges that will address organizational performance shortcomings.

3.4.2.2. Appendix B: (Political Heads of Departments)

The questionnaire format used to collect data from the political heads of departments was similar to that of the Customer Care Managers. The reason for using the same questions was to ascertain different perspectives, analysis and interpretation of the same situation that occurs within the same context and environment.

3.4.2.3. Appendix C: (Human Resources Management and Development)

Section 1

Section 1 is divided into questions one and two with the following content:

- Question one consisted of questions with information regarding the function of the Executive Director of Human Resources and Development in dealing with skills challenges that will provide capacity for the municipality to function effectively, thus supporting the strategic and constitutional mandate of effective social service delivery to improve the lives of the citizens.
- Question two provides a matrix that will reflect quantitative data on the current skills availability, (refer to Appendix B).

Section 2

- Question three consists of direct contextual questions relating to the relationship between the current skills levels among officials and their capability to provide effective service delivery as they experience it in the daily execution of their responsibility, overall service delivery rating in their respective areas, the evaluation of the current leadership and operational skills prevalent within the departments they interact with, and the contributing factors in terms of the council's ability to meet customers service demands.
- Question four addresses and elaborates on the most crucial question as to whether the shortage of skills have at any stage directly contributed to the delays or complete lack of provision of required services, and the remedial measures the council has employed to deal with the situation. Furthermore, according to the Human Resources perspective is the current skills levels adequate, less than adequate or non existent in certain job categories. Whatever the answers are, what the contributing factors to the state of affairs are. These questions are more evaluative than purely statistical in nature.
- Question five attempts to interpretively establish the underlying reasons why the organizational competency levels are failing to support the main function of the council to deliver social services to the desperate communities.

CHAPTER 4: PRESENTATION OF FINDINGS

Initially, the purpose of the research has been to investigate the factors that led to the current state of lack of leadership competency and other related organizational management skills. In this chapter the researcher seeks to present the findings on the state of the current lack of requisite skills for organizational effectiveness and acceptable levels of performance.

4.1 Data Analysis

Raw data collected from both methodologies has taken the form of a stratified analysis through various levels of the municipality, simply because the levels of responsibility and accountability, together with leadership or management content, differ from the lower echelons of the organization to the most senior levels.

Statistical data has been collated and presented graphically, (including tables) to portray trends and patterns of skills availability through the organizational structure. Trends have been analyzed to give meaning to the situation as represented numerically. Furthermore, responses from interviews have been sorted in accordance with key identified themes and concepts, and coded to build an overview of the findings upon which evidence based interpretations have been generated.

For section 1 in Appendix A and Appendix B, the data analysis was restricted to senior positions of various officials within the organizational structure of the municipality.

In questions 2 of section 1 and question two and three of Customer Care Managers and the Corporate Human Resources and political heads of departments, the data analysis focused on the frequency counts and the identification of recurring responses by means of content analysis. In addition, simple descriptive statistics, applicable to nominal data was used to create a better understanding of common issues that emerged among respondents.

In question one of Appendix A, which consisted of questions 2 (a) to (j), a five point Linkert scale was employed and the scale ranged between strongly disagree (score 1 to strongly agree (score 5). The purpose of this approach was to allow participants to distinctively select between the customers different perceptions on the current service delivery levels, after which a relationship between these perceptions and the skills availability among council officials would be measured.

Both Appendix A and B also contained questions that have unearthed contextual challenges and have developed a generic understanding of underlying issues facing the municipality as an organization, to deal with leadership and other related skills shortages.

4.2 Triangulation of Data

Leedy, (1993) explains that:

- Theoretical triangulation involves the use of several frames of reference or perspectives in the analysis of the same set of data, and that data triangulation attempts to gather observations through the use of a variety of sampling strategies to ensure that a theory is tested in more than one way.
- He further brings a distinction between an investigator triangulation, being the use of multiple observers, coders interviewees or participants or analysts in a particular way, and methodological triangulation, which is the use of two or more methods of data collection procedures within a single study.

In this research, both methods were applied to derive valid results that can be used to create generalization of the research findings in more than one situation.

The triangulation exercise was necessitated by the fact that people occupying different portfolios within the government organizational structure tend to perceive service delivery differently and sometimes attach differing meanings to similar situations.

For example, politicians might not have specific professional and conceptual skills to understand the organizational leadership challenges facing the local government.

The tendency is that they interpret situations politically rather than operationally. On the other hand, officials who function directly with customers might have better appreciation of the complex nature of organizational issues regarding service delivery. The result is normally conflicting priorities when resources are allocated.

Results have been analyzed both quantitatively and qualitatively to provide the extent of the skills challenge, and to provide the meaning of the data collected in terms of the research questions and underlying theoretical concepts.

4.2.1 Questionnaire for Customer Care management

Section 1 consisted of questions one and two.

Question 1

The respondent's position, experience and role in service delivery as council senior officials within the specific areas of Ekurhuleni Metropolitan Municipality:

More than 60% of Customer Care Managers had between four years and nine years of experience in their current positions, and their functions include management and monitoring the effectiveness of service delivery in their respective areas.

Question 2

Customers' perceptions on the quality of service delivery:

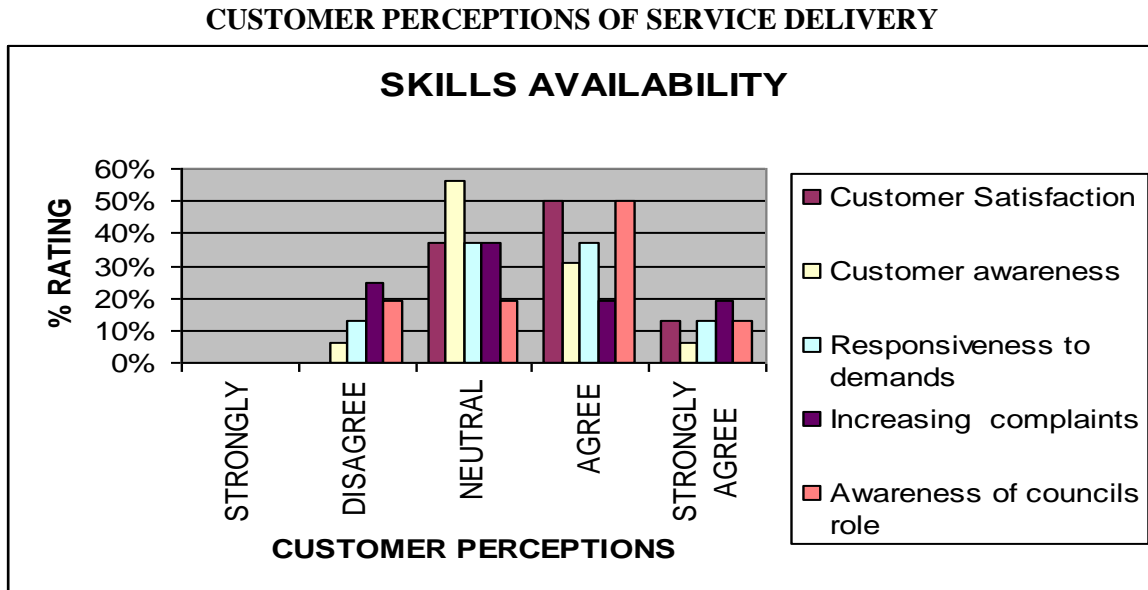
In question one of Appendix A, which consisted of questions 2 (a) to (j), a five point Linkert scale was employed and the scale ranged between strongly disagree (score 1 to strongly agree (score 5). Customer Care Management rated their perceptions on the level of satisfaction of customers regarding their expectations of social service delivery.

Based on the information gathered through questionnaires, the following table of responses was generated:

Table 7 Customers' Perceptions of Service Delivery

CUSTOMERS' PERCEPTONS	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL
Customer Satisfaction	0%	0%	37%	50%	13%	100%
Customer awareness	0%	7%	56%	31%	6%	100%
Responsiveness to demands	0%	13%	37%	37%	13%	100%
Increasing complaints	0%	25%	37%	19%	19%	100%
Awareness of councils role	0%	19%	18%	50%	13%	100%

Figure 2 CUSTOMER PERCEPTIONS



Analysis of Table 7

It must be understood that the purpose of the research was not to ascertain whether the clients, (community) are satisfied with the services they receive, but to establish a relationship between the current level of service delivery and the skills capacity to deliver such services. To that effect not every aspect of customer perceptions are going to be discussed, but only those that will be relevant to skills assessment approach.

Clearly, on customer satisfaction and the general awareness of services the council should be providing, 50% of respondents agree that they are generally aware of the service packages they are entitled to, while 56% of respondents are not sure of the range of services they can expect from the council. Again, the council's responsiveness to community service complaints reflects a 37% of respondents agreeing that when they report problems to their respective local offices, they do get sufficient attention (especially in suburban areas), while 25% disagreeing that the number of complaints is on the increase.

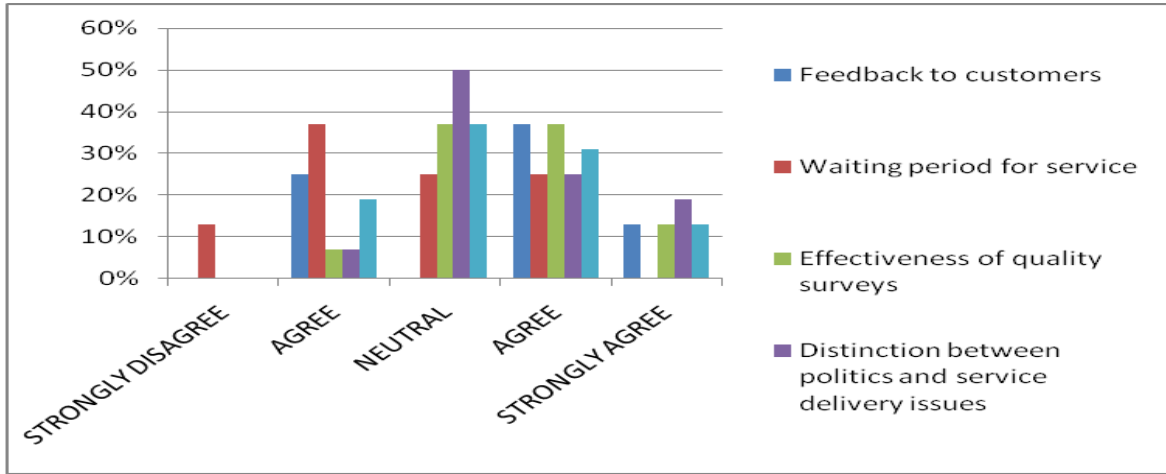
This situation can be a result of less communication effort by the council and not keeping and publishing accumulative records on these issues.

There are a remarkable 50% of respondents agreeing that the general community is aware of council's role in providing essential social services to the community. Possible reasons will be discussed in the interpretation of data on the following chapter.

Table 8 **CUSTOMER PERCEPTIONS OF SERVICE DELIVERY**

CUSTOMERS' PERCEPTIONS	STRONGLY DISAGREE	AGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL
Feedback to customers	0%	25%	25%	37%	13%	100%
Waiting period for service	13%	37%	25%	25%	0%	100%
Effectiveness of quality surveys	0%	13%	37%	37%	13%	100%
Distinction between politics and service delivery issues	0%	25%	37%	19%	19%	100%
General availability of skills	0%	19%	19%	50%	13%	100%

Figure 3 CUSTOMER PERCEPTIONS OF SERVICE DELIVERY



Furthermore, the research data reveals that about 25% of participants disagree that the councils effort to provide feedback to communities they serve is sufficient, and 31% of participants that reported problems agree that faults are attended to promptly, while about 56% of respondents are neutral.

Lastly, about another 19% of respondents are not sure whether the skills shortages are the major contributing factor, or there could be a combination of factors. Evidence obtained in the coming analysis will clarify these and other skills related issues.

Section 2 consisted of questions three to question seven.

Question3 (a)

Overall rating of service delivery by Customer Care Managers:

More than 75% of respondents indicated that the level of service delivered to the communities under their jurisdiction is below acceptable standards, while 20% cited some improvements in certain areas such as suburbs and townships, especially the

informal settlements. 5% of respondents are totally unhappy with little or no service in their areas despite long overdue promises to resolve existing social problems.

Question 3 (b)

Contributing factors to the situation of poor service delivery in question 3 (a):

About 60% of respondents indicated that the council lacks capacity (delayed filling of vacancies and officials lacking certain skills) to deal with ever increasing social service demands within the communities.

The rest of participants responded as follows:

- Lack of communication (feedback) and consultation between local government structures and the communities they are serving,
- Staff lack motivation,
- Poor systems and processes to filter through all reported service requests for attention.

Question 3 (c)

This question attempted to rate skills availability in respect of different job categories ranging from Senior Management (including Directors and above), right to General Staff.

The respondents had to rate prevalence of required skills in terms of the following criteria:

- Adequate,
- Less than adequate, or
- No skill at all,

NB: SCALE- (*adequate, less than required (ltr), or none refers to 3, 2 and 1*)

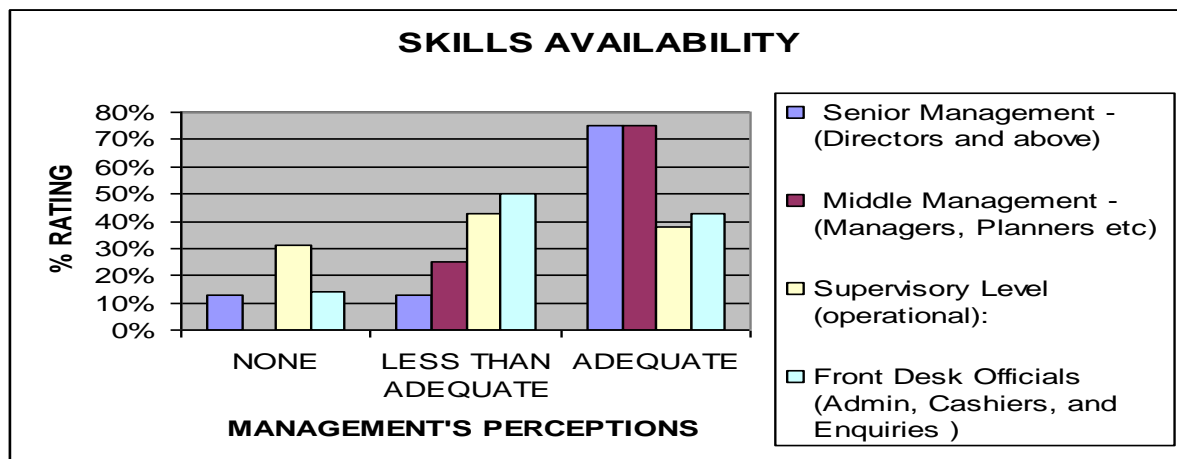
The following graphical presentation of results reflect the current situation regarding the skills availability, or lack thereof within the various positions in the organizational structure.

Table 9

SKILLS AVAILABILITY

SKILLS AVAILABILITY	NONE	LESS THAN ADEQUATE	ADEQUATE	TOTAL
Senior Management - (Directors and above)	13%	12%	75%	100%
Middle Management - (Managers, Planners etc)	0	25%	75%	100%
Supervisory Level (operational):	19%	43%	38%	100%
Front Desk Officials (Admin, Cashiers, and Enquiries)	7%	50%	43%	100%

Figure 4

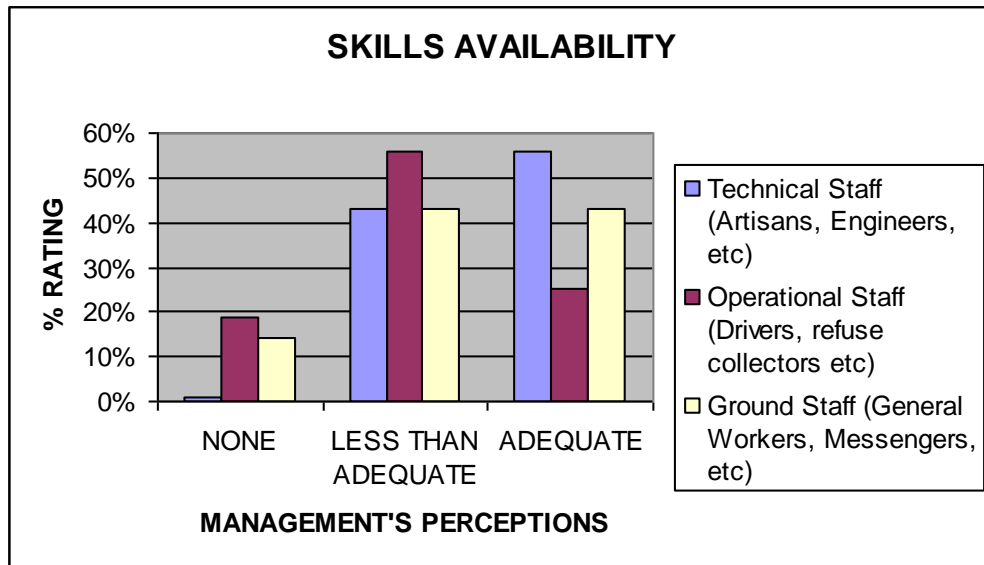


Whereas Senior and Middle Management levels of officials are said to possess adequate leadership and professional skills rated at 75%, the operational staff (supervisors and front desk officials), reflects a significant lack of professional capacity, i.e. 38% and 43% respectively.

Table 10

SKILLS AVAILABILITY	NONE	LESS THAN ADEQUATE	ADEQUATE	TOTAL
Technical Staff (Artisans, Engineers, etc)	1%	43%	56%	100%
Operational Staff (Drivers, refuse collectors etc)	19%	56%	25%	100%
Ground Staff (General Workers, Messengers, etc)	14%	43%	43%	100%

Figure 5



The research data reveals that the technical (engineering) related skills sits at 56% while functional and general worker and maintenance staff are rated at 25% and 43% respectively. The above skills situation does have serious performance implications, but that aspect will be dealt with, in the next chapter.

Question 4

This question clearly establishes a link between the shortage of skills as the main contributory factor towards failure to provide service by the officials to the communities.

More than 75% of respondents agreed to an existing relationship between the current dearth of requisite leadership, technical and human skills amongst senior and lower levels of employees within the municipality. The rest of the respondents were not sure how to translate the situation in terms of skills context, while a few indicated optimism that some improvements can still be introduced to rectify the situation.

Question 5 and 6

What measures has the council employed in dealing with the situation, and what are the recommended solutions that will address the current skills problems?:

90% of respondents indicated a strong need for skills audits, internal and external training and development interventions which will be supported by a supportive relationship with external institutions and monitoring of the ongoing training and its implementation. The rest of the participants cited the selection and appointment of suitably qualified personnel who will fulfill the requirements for the jobs they occupy.

Question 7

What specific skills can address the current performance situation:

The following were cited as the required skills:

- Customer Relations management,
- Training and awareness of "Batho Pele" principles,
- Communication, problem solving and team building ,
- Performance management System,
- General Management and Leadership,
- Technical skills,
- Conflict resolution, and more importantly
- Project Management skills.

The interview also revealed that the use of external consultants and general lack of understanding of the management function contribute to the lack of follow up action on performance plans.

Again some managers indicated that there is a lack of general knowledge and understanding of the council's strategic imperatives and mandates of the local governments with regards to the provision of service delivery.

4.2.2 Data from Political Heads of Departments

The questionnaire format used to collect data from the political heads of departments was similar. The reason for using the same questions was to ascertain different perspectives, analysis and interpretation of the same situation that occurs within the same context and environment.

Section 1: Customers' perspectives as expressed by politicians

Question 1 and 2

Generally, question one and two revealed a balanced view of how customers perceive customer service level, against their expected public value. One startling difference from the politicians' point of view is that they somehow concede that customers disagree with the acceptability of service delivery levels they receive from the council. This aspect will be interpreted in the next chapter.

Question 3

Data collected through questions three (a) and (b) reveal that there is a fairly positive outlook on how council's functions are carried out by responsible officials, while the overall picture in question three (c) reflects an almost hopeless situation of skills shortages in the majority of functions ranging from senior management to the lowest job categories.

This question attempts to rate skills availability in respect of different job categories ranging from Senior Management (including Directors and above), right to General Staff.

There is general agreement that the lack of requisite skills in certain job categories has had a direct negative effect on the capacity to deliver social services to the communities.

There is sufficient evidence from internal reports and interviews from various decision makers that the relationship does exist between prevalent skills levels and council’s performance capability shortfalls, which results in some strategic goals not being achieved.

The respondents (Political Heads of Departments), had to rate the prevalence of required skills in terms of the following criteria:

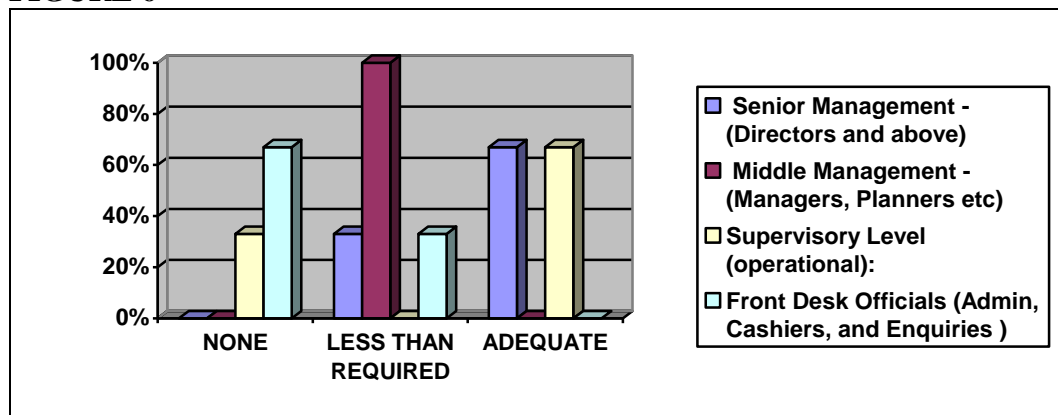
- Adequate,
- Less than adequate, or
- Very little or No skill at all,

Where (adequate, less than required (ltr), or none refers to 3, 2 and 1 respectively.

Table 11

SKILLS PREVANCE	NONE	LESS THAN REQUIRED	ADEQUATE	TOTAL
Senior Management - (Directors and above)	0%	33%	67%	100%
Middle Management - (Managers, Planners etc)	0	100%	0%	100%
Supervisory Level (operational):	33%	0%	67%	100%
Front Desk Officials (Admin, Cashiers, and Enquiries)	67%	33%	0%	100%

FIGURE 6



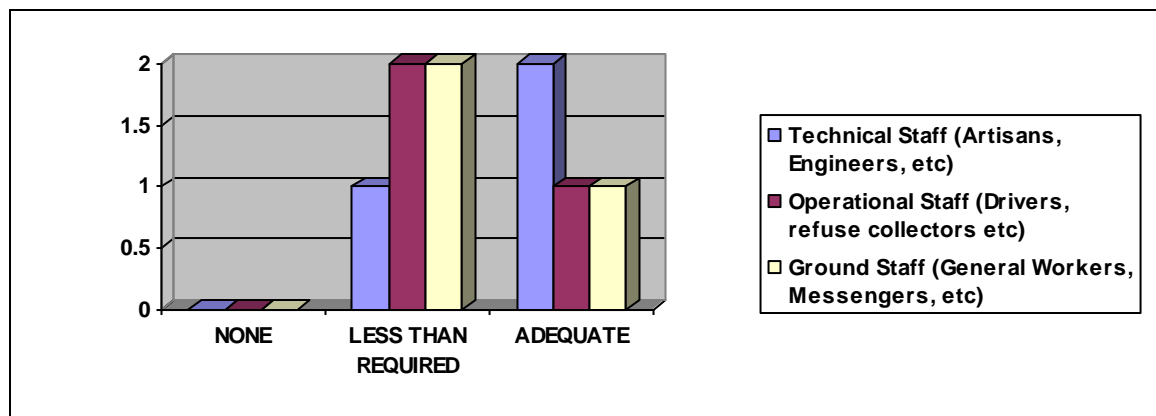
Section 2 consisted of question 4 to 7

As indicated earlier, the perceptions of senior officials in the municipality and that of political heads of departments reveal a remarkable level of inconsistency. The above statistics obtained from the political heads of various departments show that at least 67% of senior management and supervisors possess requisite skills to perform their duties, while middle managers and front desk officials lack professional capacity tremendously.

Table 12 SKILLS PREVALENCE

SKILLS PREVALENCE	NONE	LESS THAN REQUIRED	ADEQUATE	TOTAL
Technical Staff (Artisans, Engineers, etc)	0	34%	66%	100%
Operational Staff (Drivers, refuse collectors etc)	0	66%	34%	100%
Ground Staff (General Workers, Messengers, etc)	0	66%	34%	100%

FIGURE 7



Question 4 and 5

There is an agreement that the general lack of skills among officials has contributed to the delays in fulfilling the service delivery requirements. The following graphical representation of skills assessment portray a clear picture of skills availability and which job categories need more attention and are more urgent than others.

However, for question four and five, which tried to establish a direct relationship between the lack of skills and the failure at some stage to provide required services, there is an emphatic 100% agreement from all political heads.

Specifically, question five reveals that there is not much done to rectify the situation of skills shortage except to continue with the normal implementation of the existing "Workplace Skills Plans" (WSP), as contained in their Human Resources Management and Development Quarterly Reports (July 2011).

Question 6 and 7

An explanation of this and other skills related situations can be answered by responses in question six and seven, which detailed the following skills shortages:

- Engineering training (technical),
- Communication with communities,
- Information dissemination to stakeholders,
- Project Management skills,
- Finance Management skills (Accounting Practices), and
- General Management and strategic leadership competencies
- Mentorship and Coaching programmes,
- Organizational Culture Change,
- Improve Customer Service Quality.
- Accredited Training of Clinical Staff.

4.2.3 Data from Corporate Human Resources

Section 1 consisted of questions one and two.

Question 1

The Executive Director of Human Resources Management and Development provided her portfolio experience (four years), and her role in providing organizational capacity to support the service delivery requirements and organizational performance in specific areas of Ekurhuleni Metropolitan Municipality.

The prevalence of organizational skills can be reflected in two ways.

- Firstly, the variance between the budgeted positions and the currently existing staff/skills availability in terms provides a clear picture of skills deficit in certain areas.
- Secondly, the level of requisite skills available amongst the staff who occupy certain positions within the organization as matched with relevant competency profiles.

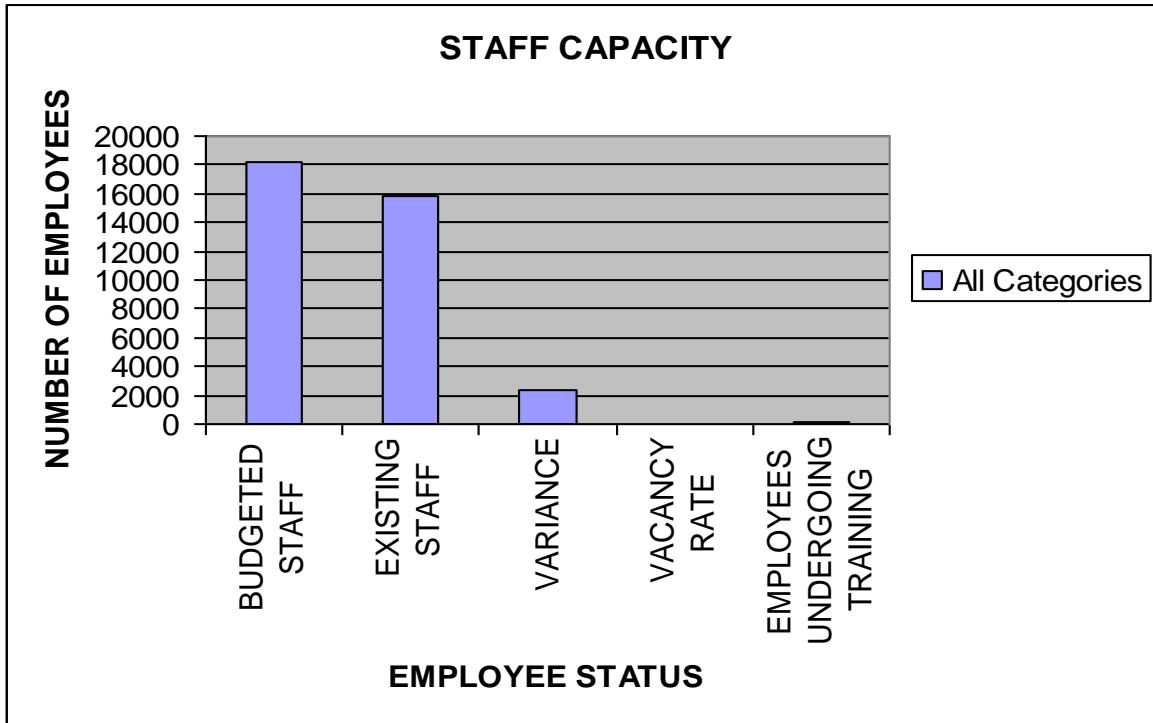
Question 2

The following statistical data does paint a clear picture of skills profile from amongst job categories within the Ekurhuleni Metropolitan Municipality:

Table 13 STAFF CAPACITY

JOB CATEGORY	BUDGETED STAFF	EXISTING STAFF	VARIANCE	VACANCY RATE	EMPLOYEES UNDERGOING TRAINING
All Categories	18141	15841	2300	12.6	208
	100%	87%	13%		1.1%

Figure 8



The above statistical data supports the idea of lack of capacity in various job categories and the last column provides evidence of the level of effort and investment in addressing the problem of skills shortages.

At the end of the data analysis from the Human Resources department, there is a list of pertinent organizational issues that may give explanations to the current dearth of skills amongst officials. It may well not be the only reasons, but they contribute significantly to poor organizational performance.

Question 3, (a), (b), and (c)

The following statistical information is provided in this report to support the findings on specific competency levels and is obtained directly from the corporate human resources database.

The respondents (Corporate Human Resources Management and Development), had to rate the prevalence of required skills in terms of the following criteria:

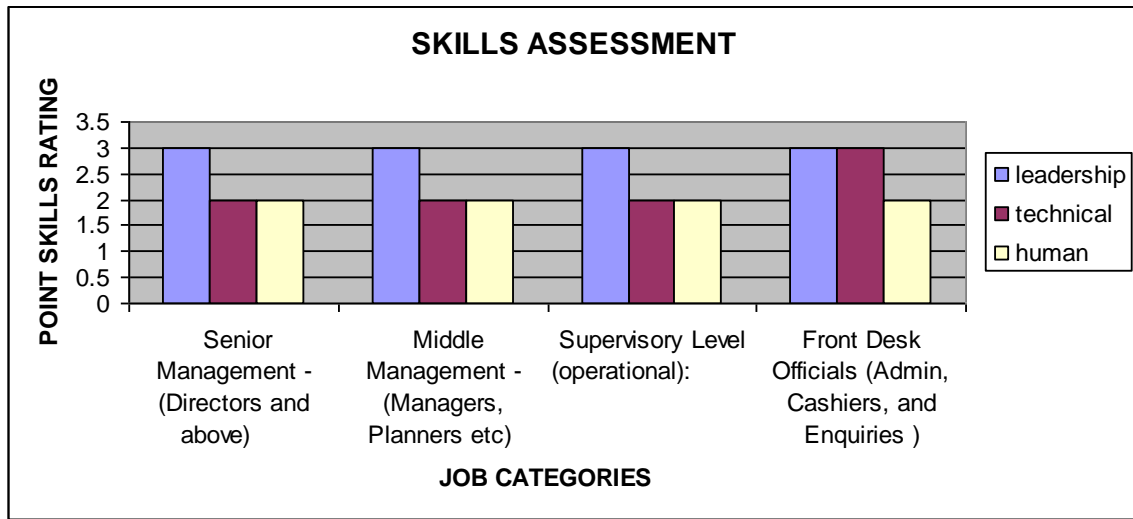
- Adequate,
- Less than adequate, or
- Very little or No skill at all,

NB: SCALE- (*adequate, less than required (ltr), or none refers to 3, 2 and 1*)

Table 11 SKILLS ASSESSMENT

JOB CATEGORY	leadership	technical	human
Senior Management - (Directors and above)	3	2	2
Middle Management - (Managers, Planners etc)	3	2	2
Supervisory Level (operational)	3	2	2
Front Desk Officials (Admin, Cashiers, and Enquiries)	3	3	2

Figure 9



There is general agreement that the lack of requisite skills in certain job categories has had a direct negative effect on the capacity to deliver social services to the communities.

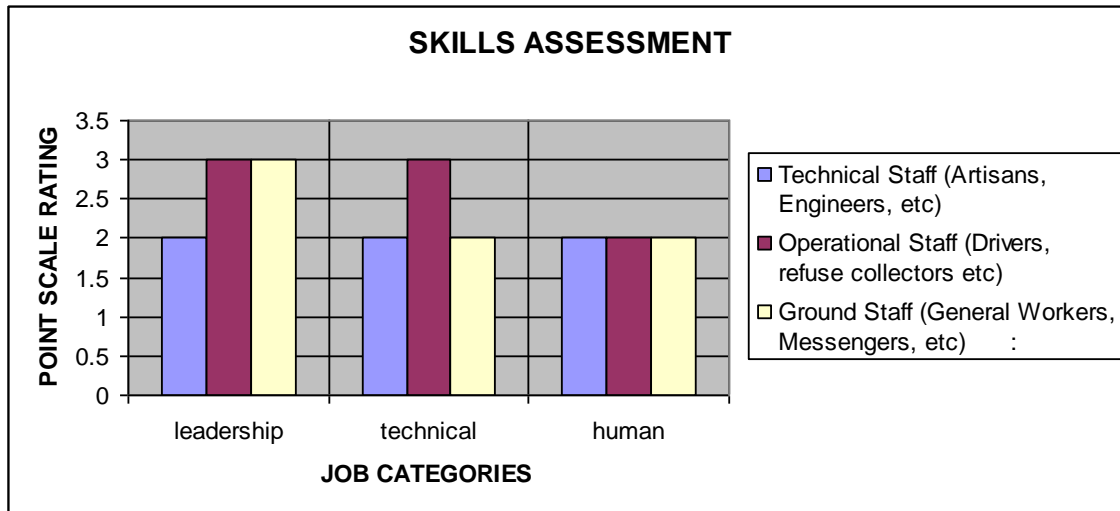
There is sufficient evidence from internal reports and interviews from various decision makers that the relationship does exist between prevalent skills levels and council’s performance capability shortfalls, which results in some strategic goals not being achieved.

Table 14 SKILLS ASSESSMENT

JOB CATEGORY	leadership	technical	human
Technical Staff (Artisans, Engineers, etc) :	2	2	2
Operational Staff (Drivers, refuse collectors etc) :	3	3	2
Ground Staff (General Workers, Messengers, etc) :	3	2	2

NB: SCALE- (adequate, less than required (ltr), or none refers to 3, 2 and 1

Figure 9



From the strategic human resources perspectives, the following organizational issues were raised as underlying causes for poor performance on certain areas of municipal functions:

- Management Capability and Productivity awareness,
- Performance Management System
- Recruitment cycle and Tenure of certain appointments,
- Awareness of strategic objectives and Organizational Culture
- Lack of Formal Change Management Strategy,
- Specific skills gaps and Implementation of Workplace Skills Plan,
- Amalgamation of various administrations,
- Standardization of Conditions of Service,
- Despondent Staff and Redundant Employees,
- Structural Configurations,
- Consolidation of Human Resources Systems.

Information from the interviews shows that there is a lot of commitment towards addressing the above issues. Again there is agreement that these challenges cannot be dealt with in isolation.

This simply means that a holistic and more collaborative approach is required. Some challenges are organization-wide while some are confined to specific functional areas.

Over and above that, for any organizational development intervention to materialize, as the strategic human resources department has identified it, a formal "change management strategy" is definitely required.

CHAPTER 5: INTERPRETATION AND ANALYSIS OF FINDINGS

5.1 Theoretical Framework

The literature review and theoretical framework provided the basis for discussion of leadership dimensions in organizations and their practical application, and that organizations are only as good as the people who run them. The investigation of the prevalence or scarcity of skills and their impact in organizations provides answers as to why certain organizational strategic goals are unachievable.

As have been briefly stated in the literature review, the skills approach takes a leader centered perspective on leadership and the relationships between people who perform them. In this model, there is a shift from focus on responsibility characteristics, which are usually as innate and relatively fixed, to an emphasis on skills and abilities that can be learned and developed.

It has been explained in chapter two (literature review) that Katz (1995), in his research, tried to identify a definitive set of leadership traits. The leadership traits include the styles and preferred approaches that suit the current organizational challenge at a time. He further made an attempt to transcend the trait (personality) problems by addressing leadership as a set of developable skills. This research has applied these theories as a basis to creating and understanding the existing practical leadership situations within the Ekurhuleni Metropolitan Municipality.

5.2 Current State of Organizational Strengths (Things that are working well)

The purpose of this research was to investigate the factors that contribute to the lack of organizational leadership competence in the Ekurhuleni Metropolitan Municipality. In view of the fact that the research problem was complex, considering the nature and the manner in which the situation of poor service delivery affects the general communities, it became necessary therefore to highlight that there are some positive organizational aspects that leadership and senior management can build on in order to improve the current state of skills shortage.

The following areas of the organization have provided a fresh foundation upon which to build, reorganize and focus on prioritized improvements:

5.2.1 Organizational System and Processes

Subsequent to the amalgamation of various (at least 11) municipal administrations, the Ekurhuleni Metropolitan Municipality was faced with the enormous challenge of streamlining operational processes and designing organizational structures so as to provide capacity requirements for it to function efficiently. To that end, financial and human resources systems have been reorganized and consolidated to eliminate duplication of functions and minimize unnecessary output delays.

This initiative resulted in some operational functions and tasks being redefined and refocused, (some enlarged and enriched), and employees retrained to perform in different roles. That positive strategic decision by itself, assisted in addressing skills challenges and gaps that resulted from the organizational restructuring exercise. During the interview, it was established that significant progress has been made to streamline organizational systems and processes so that service delivery is improved.

5.2.2 Organizational Structure

It is almost inevitable that a well conceived organizational restructuring cannot retain its original structures and the same amount of personnel who continue to occupy the same positions. Research revealed that, in order to try and avert the adverse effects of downsizing, the Ekurhuleni Metropolitan Municipality, after it was left with redundant staff, opted to retrain the identified officials and reconfigure its organizational structure.

Although there is a sizeable number of employees who are "*untrainable*", and who are close to pension category, the municipality has worked hard to reduce the impact of unintended consequences that resulted from the amalgamation of various administrations.

5.2.3 Strengthening the Skills Base

The internal skills audit conducted in various areas of organizational divisions, highlighted generic skills shortages that have compromised performance levels in the organization. As a result, the corporate human resources management and development department was able to prioritise and focus its implementation of the "Workplace Skills Plan". Although more effort is required in this regard, positive outcomes are beginning to show up when training and development reports are generated.

5.2.4 Standardization of Conditions of Employment

Although the municipalities have a central bargaining structure that negotiates the conditions of service for all its employees, some municipal administrations had differing shift structures that created uneven allocation of overtime and short shifts on specific days. For example, employees from some of the municipal administrations had an arrangement to work half days on Fridays while others worked complete shifts. That inconsistency created enormous operational problems and shutting down of some of the service delivery points. Nevertheless, it is important to report in this research that a lot of effort has been put to create a uniform shift system for all employees.

Since data was collected through various means that included structured questionnaires and interviews, the following interpretation and analysis will try to provide clarity and meanings of trends and themes that emerged during the research process.

5.2.5 Consolidation of Local Government Democracy

These issues pose a democratic risk when the electorate feels justifiably or not, that there is generally a lack of responsibility with regards to the following organizational aspects:

- Consultation,
- Transparency, and
- Accountability

This research has already shown that the issues of consultation, transparency, structural and political accountability have to be improved.

In other words, issues of governance are not given much attention and are not taken very seriously when officials execute their service delivery duties. In any democratic environment, this situation is an ingredient for potential institutional breakdown.

That perception might easily translate to a range of political manifestation, as evidenced in increasing service delivery protests, suspicions of prevalent and growing alleged corruption, and insensitivity to the needs of the communities who voted for the current government in the first place.

5.3 Questionnaire for Customer Care management

Section 1 consisted of questions one and two.

Question 1 and 2: Customer Perspectives' Regarding Service Delivery

The Customer Care Management raised a number of interesting issues related to their direct experience of customers attitude towards the manner in which service are provided , or lack thereof, by the council officials.

While a sizeable number of respondents concluded that between 50% of citizens are deemed to be ignorant about the range of services the municipality is expected to provide, there is no evidence that the council is putting enough effort in educating or even giving feedback to the general society concerning the benefits and the range of services the council is constitutionally mandated to provide to its citizens.

Of equal value to the research findings is the fact that the research has revealed that about 37% of respondents confirm that the community's complaints are generally not attended to promptly.

Question 3: Contextual Service Delivery Issues

The Customer Care Managers confirmed with an overwhelming 75% rating that indeed service delivery in their respective areas is below expected proportions.

The reason for this situation could be misplaced either as a resource or political issue, but at the end of the day, the customer's feelings remain disgruntled.

Again, the continued struggle to reconcile the service demands by the business and the community (as clients) and their provision as promised in voting "Charters", create a constitutional gap between the pronounced commitment by local governments to fulfill its service delivery mandates and efforts to strengthen the gains of the country's young democracy.

Question 3, 4 and 5: Relationship between Leadership Competency and Service Delivery

There are two fundamental issues that have been strongly raised by the majority of respondents (both Political Heads and the Customer Care Managers), namely:

5.3.1 Lack of Professionalism

Apart from the local government processes and systems that try to streamline organizational operations towards improved performance, any failure to attend to reported service demands, can be construed as insensitivity towards community needs, and this situation has been described by respondents as the lack of professionalism.

The reported delays in providing necessary social services and even rectifying infrastructure maintenance problems point directly to a generally "poor quality" service delivery approach and attitude.

For all intents and purposes, the clients and other communities are not interested in the reasons why the services they are entitled to are not provided expediently.

In other words municipalities have to constantly look for better ways of fulfilling their service delivery mandates.

5.3.2 Good Governance: a bureaucratic imperative

Service delivery is one of the measures the general community, who might not understand the complex nature of government leadership challenges, gauge its confidence in the officials they elected into government positions. The research exercise has revealed that leadership competency is one of the causes of poor service delivery to communities.

As Kotter (1988.) confirms that the problem with many organizations, and especially the ones that are not effective and falling, is that they tend to be over-managed and under-led. Equally so, most bureaucracies are plagued with rules (some outdated), and such rules normally become an end to themselves, rather than assisting in standardizing and expediting the provision of services. It follows, therefore, that the organizational policies and procedures (including the provision of skills), should be designed and managed in such a way that they are aligned to desired outputs, and not to creating more impediments to effective provision of services.

Inevitably, this situation attracts a range of issues of concern such as a lack of "Good administrative governance" which features quite strongly. Interviews and statistical data do point towards a human element, as a major contributing factor in the service delivery equation.

5.4 Underlying Issues to Poor Organizational Performance: A Human Resources Perspective

The research has revealed a number of organizational challenges that exacerbate the issues of poor service delivery. Some of these issues link directly with the purpose of this research, which is to establish the relationship between the lack of leadership and management competencies, and poor service delivery.

After a comprehensive interview with the Executive Director: Human Resources Management and Development, the following issues emerged as challenges to institutional capacity in terms of required leadership skills and management experience:

5.4.1 Management Capability and Productivity awareness

The general problem with officials occupying leadership and management positions within the municipality is the lack of managerial capability. An effective management function entails the ability to plan, control and allocate resources in a cost effective manner, and the management of peoples' performance while motivating them.

From the discussions with the Executive Director of Human Resources Management, it emerged that in certain areas, there is a general lack of both monitoring of employees assigned with specific tasks and there is insufficient emphasis on productivity. In other words there is no method of assessing whether tasks are executed to required standards of quality.

As a matter of fact, the research established that some managers (once promoted) fail to make a clear distinction and create a balance between maintaining organizational relationships and enforcing mandatory performance rules that will satisfy the broader organizational objectives.

5.4.2 Performance Management System (PMS), Monitoring and Evaluation

One of the controversial issues is the challenge of implementing "*organizational performance culture*". Performance Management systems should be understood and be regarded as the most effective tools to standardize work performance procedures and outputs rather than punitive measures aimed at disadvantaging employees.

No organization can achieve its objectives without its employees performing their duties at required standards and providing the required quality of services.

Introducing a credible PMS does not necessarily mean that the job has been either enlarged or enriched. The original job description still serves as the bases for specific tasks to be performed in a way that is prescribed in process manuals, etc.

In terms of the research findings, there is a great deal of worker resistance (through trade unions), to this organizational intervention.

As has always been the case, the concept could have been misinterpreted, which raises a lot of insecurity issues among employees. Even then, strong leadership should demonstrate competence in dealing with these organizational challenges. This situation does not absolve leadership from carrying on with their mandate of directing the activities of the organization. Managers of organizations have a responsibility to direct and manage the affairs of businesses without negotiating every business decision before anything happens.

However, resistance to the implementation of a PMS renders the municipality a weak and an ineffective institution whose service delivery goals can hardly be realized. When this happens, communities whose lives should be improved, suffer. Planned development programmes fail to deliver on expected outputs and outcomes.

It is interesting to note from the research findings that the Municipal Manager of Ekurhuleni Metropolitan Municipality has already taken an initiative to implement the "Performance Management System" to senior management of the organization. This is definitely going to strengthen leadership capacity of the council.

5.4.3 Monitoring and Evaluation

The research interviews revealed that the council has recognized the need to introduce the mechanisms of "Monitoring and Evaluation" of developmental programmes and have acknowledged the important role they can play in ensuring that identified social needs are addressed within communities.

This initiative flows from the national and provincial levels of government and once fully implemented, will feed back to the ministry with regards to the challenges and experiences the municipal leadership go through in executing their duties. Clearly there is a need to strengthen this function within the municipality.

Of equal importance is the issue of transparency that will ensure key stakeholders are involved throughout the project life cycle.

It means that leadership should invest in strengthening the communication base so that communities who are beneficiaries can also understand and appreciate progress and organizational challenges faced by the municipality.

5.4.4 Recruitment Cycles and Tenure of certain appointments

The research also reveals that one of the prominent challenges in replenishing the scarce skills that are desperately required to maintain functionality is the time span between when a vacancy occurs and when it gets filled through the existing recruitment policies and procedures. This is understandable when one takes into cognizance the size and the nature of the organization.

Good human resources planning means that specific skills are provided at the right time in the right places. If the recruitment process cycle takes longer than necessary, undesirable operational pressure is added to other functional units and individuals.

The vacancy rate of 1.1 reflected in the Human Resource Recruitment Report for the period between July 2010 and June 2011 supports the idea that the turn-around time in filling vacancies leaves much to be desired.

This inevitably causes compromise on certain areas where clients have to wait longer than necessary, before the expected service is provided again. This situation is exacerbated by the employment of contract employees in certain departments and positions. This situation results in lack of continuity on planned long-term projects and other related functional activities.

5.4.5 Awareness of Strategic Objectives, Organizational Culture and a Lack of a Formal Change Management Strategy

The research also revealed that wider organizational change and development interventions are necessary.

Without an organized formal and integrated approach to changing the way business is conducted within the organization, chances are that no "*continuous improvements*" effort will materialize.

One of the critical leadership competencies is to design, communicate and manage the implementation of an organizational strategy. Senior management can achieve this by ensuring that all organizational members are aware of their roles (within their departments) that support the achievement of broad organizational objectives. Such objectives should be translated into executable daily activities that are directed at meeting clients' social needs. The Ekurhuleni Metropolitan Municipality can strengthen its cohesive organizational culture by employing some of these measures.

Also, strong developmental organizations are characterized by a performance culture that is sensitive to the needs of the community and upholds "*Batho-Pele*" as a foundational principles of performance, and promotes good governance culture. All of these interventions require strong leadership and a motivated and committed workforce.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

This chapter addresses two issues. The first issue presents recommendations for further research on issues that relate to improving organizational performance, especially the local governments in South Africa.

The second part considers how the leadership competencies and other professional skills can contribute to the organizational effectiveness, thus resulting in the achievement of its strategic objectives. A recommended model will highlight the importance of configuring the organizational structure in such a way that it is aligned with specific operational requirements and overall performance capabilities.

6.1 Suggestions for further research

This research attempted to establish a relationship between the lack of leadership competencies and service delivery within Ekurhuleni Metropolitan Municipality. The internal processes such as "Skills Audit", "Competency Profiling" and the implementation of existing "Workplace Skills Plans", can collectively go a long way in addressing the existing skills shortages.

In addition, this research tried to explicitly establish the relevant skills gaps and competencies that were needed in various levels of the organization, as they relate to local governments. While there exists varying perceptions on what the state of existing skills looks like within the said municipality, there is a general agreement that more effort needs to be put into the implementation of the training and development plans that exist.

The Human Resources Report gives evidence that only 1.1% of staff has undergone training over a period of at least six months. In the context of the service delivery pressure from the expecting communities, some level of priority should be given to spending more resources to equipping officials with necessary skills for service delivery.

In doing that, priority must be given to leadership competencies because they are necessary to strategically steer the organization in the right direction, while changing its culture to support its service delivery targets.

As far as further research is concerned, in 2007 a comprehensive research was conducted nationally to establish the reasons for escalating protests against municipalities where there is poor service delivery. In terms of the research findings of McLennan and Munslow (2009), "Exploration of the Reasons for Service Delivery Protests, (2007), the following issues were reported:

- Deficiency of representation and communication
- Conventional municipal service protests
- Protests about bigger and national issues

The above research hardly investigated any link between the capacity in terms of general skills and leadership competencies, but numerous reports from various sources and treasury department confirm that the skills are a major contributing factor to poor organizational performance that results in current lack of service delivery within communities.

This particular research has successfully unearthed underlying issues that also contributed to the current state of skills shortages within Ekurhuleni Metropolitan Municipality. However there is still a great need for further research into organizational issues that are supportive of performance, some of these issues are the following:

- Organizational Culture,
- Performance Management Systems,
- Talent Retention Strategy,
- Bureaucratic configuration, etc

Additional research must be able to recommend specific and relevant organization change interventions that are directed at improving organizational performance, other than focusing only on political issues.

6.2 Recommendations

The research conducted was very useful in determining if there are leadership competency challenges specific to the municipality. Ideas generated constitute a balanced view of the problem of poor service delivery because the crucial management and leadership portfolios who responded to the research questions, fully participated in the research and therefore provided reliable and valuable information that is objectively used to improve the current situation.

Over and above the generic skills required for improved service delivery and effective programme and project management (including financial management skills), "based on the critical role leadership is expected to play in economic, political and administrative as well as civic governance and in initiating, catalyzing, activating and constantly directing and steering the development process," Kauzya (2004, p5), the following considerations should be incorporated into leadership development programmes in the public sector (at national, regional and local levels), to improve on skills, knowledge, attitudes, networks, character and values, in order to:

- Enhance knowledge of current and future leaders in the public sector in the various aspects of leadership, governance and development,
- Explore usage of, and strengthening capacity of management development institutions, universities and other institutions identified as critical in leadership capacity development,
- Enhance the awareness of the critical role leadership, governance and all their tenets play in the development process, and strengthen networks of individuals and institutions that contribute to the successful implementation of leadership capacity development programmes.

7 REFERENCES

Avolio, B.J. (2011). Estimating return on leadership development. *Investment Journal Volume 21 (4), The Leadership Quarterly*. Accessed on 15 November 2011, from www.elsevier.com/locate/leaqua.

Badenhorst, C. (2010), *Research writing: breaking the barriers*. Pretoria: Van Schaik

Barron Nad Padwa (1999), *Moses on management: 50 leadership lessons from the greatest manager of all time*. Pocket Books (New York).

Bennies, W. (1993), *An Invented Life- Reflections on Leadership and Change*. London: Century.

Black, T.R. (1993). *Evaluating social science research: an introduction*. London: Sage.

Boise, K. (2006). Leader-member exchange in teams: an examination of the interaction between relationship differentiation and mean LMX in explaining team-level outcomes. *JOURNAL TITLE Volume 17(13): PAGE NUMBERS*.

Boote David N. (2006). *Scholars before researchers; on the centrality of the dissertation, literature review in research preparation*. Florida: University of Central Florida. Accessed on 15 November 2011 from <http://www.google.cholars before researchers>

Calhoun, J. G. (2003), Development of an interprofessional competency model for healthcare leadership. *Healthcare Journal*, Accessed on 16 August 2011, from <http://www.ncbi.nlm.nih.gov/pubmed>.

Charlton, G. (1993). *Leadership- The Human race*, 2nd ed., Cape Town: Juta.

Claude L. Graeff, (1997), EVOLUTION OF SITUATIONAL LEADERSHIP THEORY: A CRITICAL REVIEW: Leadership Quarterly Review: Business School Netherlands, (Human Resources Course Pack) South Africa, 2000.

Creswell (2003). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA. Sage.

Drotter, S (2001), *The leadership pipeline: how to build the leadership powered company*. San Francisco: Jossey-Bass.

Eadie, D C. (1988). *Strengthening the leadership role of local elected officials in job training programs. Employment and training issues*. United States Department of Labour, Washington DC, Retrieved, 05 July 2011 from, [http:// www. Eric.ed.gov](http://www.eric.ed.gov).

Farren, C. & Kaye, B. (1996). *New skills for new leadership roles: in the leader of the future*. San Francisco: Jossey Bass.

Gardner, J.W. (1990). *On Leadership*. New York: The Free Press.

Graeff , C.L. (1997), EVOLUTION OF SITUATIONAL LEADERSHIP THEORY: A CRITICAL REVIEW: Leadership Quarterly Review: Business School Netherlands, (Human Resources Course Pack) South Africa, 2000

Harber, A.(2011). *Diepsloot*, Johannesburg: Jonathan Ball.

Hemson, D. and Owusu-Ampomah, K. (2005): A better Life For All? Service delivery and poverty alleviation. In: Daniel, J., Southall, R., and Lutchman, J. (eds), *State of the Nation: South Africa 2004-2005*, p511-40, HSRC :Pretoria Press.

Integration Document: Ekurhuleni Metropolitan Municipality. 1988, Germiston.

Jackson, R.J. (2010). The AACC leadership competencies: parallel views from the top. *Community College Journal of Research* 34: 180-198.

Kanzas, & Pasner, Mandela N. (1994), *Long Walk to Freedom*, Randburg, Macdonald Purnell.

Kellers, R. (1997). *Achieving improvement by controlling the rate of change*, Sandton: Change Management Conferences, 29 July, p6.

Khosa M. (2000). *Empowerment through service delivery*. Pretoria: HSRC.

Kotter J.P. (1988), *WHAT LEADERS REALLY DO*, Harvard Business School Publishing Corporation, Product Number 3820. 05 July 2011 from, <http://www.Amazon.com>.

Leavitt C. (2011). CORRECT REFERENCE PLEASE DEVELOPING LEADERS THROUGH MENTORING, Capella University, (Phd), Ivins, UT 87734. Accessed on 5 July 2011, from <http://www.science direct.com.innopac.wits.ac.za/>

Leedy, P.D. (1993). *Practical research: planning and design*. 5th ed. New York: Macmillan.

Lynch, R. (1993). *Lead: how public and non-profit managers can bring out the best in themselves and their organizations*. San Francisco: Jossey-Bass.

Mattia G. (2010). Leadership competencies for implementing planned organizational change. *Leadership Quarterly* 21: 422-438.

McLennan and Munslow. B. (2009). *The politics of service delivery*. Johannesburg: Wits University Press.

Meyer, T., & Semark, P. (1996). A framework for the use of competencies for achieving competitive advantage. *South African Journal of Business Management* 4(27): 96-103. "A FRAMEWORK FOR THE USE OF COMPETENCIES FOR ACHIEVING COMPETITIVE ADVANTAGE" *South African Journal of Business Management* 4, 27, P34.

Mills, G.E. (1981), *Public sector manpower and education planning*. (Report of Working Group: International Association of Schools & Institutes of Administration), p 109, Jamaica: University of the West Indies. Accessed on 05 July 2011 from, [http:// www.Trove.nla.gov.au/](http://www.Trove.nla.gov.au/).

Moore, R.W. (2010). *California integrated service delivery evaluation report phase 1 November 18, 2010, prepared for: The California Workforce Investment Board*. Accessed on 15 November 2011. from: <http://www.cwib.ca.gov/res/docs>.

Morton, E. (1988). *Improving public sector financial management – a new concept for government effectiveness and accountability*. London: Chartered Institute of Public Finance and Accountancy.

Newman, L. (2000). *Social research methods: qualitative and quantitative approaches*. 6th ed. Boston: Prentice Hall.

Northouse, G. P. (2004). *Leadership theory and practice*. 3rd ed. London: Sage.

Smith (2001)

Stogdill, R.M. (1974). *Handbook of leadership: a survey of the literature*. New York: Free Press.

Sunday Times 03 July 2011), in an article by the National Treasury:

Willax, P, (1999), *Management professionals now have broad roles: business first*. Louisville: Louisville Business School.

APPENDIX A

**To: The Executive Manager
 Human Resources Management & Development
 Ekurhuleni Metropolitan Municipality**

Date: 12 September 2011

**Subject: RESEARCH QUESTIONNAIRE FOR MASTERS PROGRAMME
 IN PUBLIC & DEVELOPMENT MANAGEMENT:**

I am a Masters student at Wits School of Public and Development Management, doing research on the topic: "**LEADERSHIP COMPETENCIES FOR SERVICE DELIVERY AT EKURHULENI METROPOLITAN MUNICIPALITY**".

For the successful completion of the research, could you please assist by filling in the information on the attached questionnaire, in as honest a manner as possible? The credibility of data collected will ensure maximum benefit in terms of providing reasons for the current service delivery situation, and also assist in formulating relevant and appropriate recommendations for required improvements.

The information will be managed in an ethical way and will be used for research purposes only and confidentiality of respondents is assured. The results of the research can be made available to the municipality as soon as it is available.

It would be highly appreciated if you could invest at least only 30 minutes answering the questions, and return to the sender within at least 5 days, so that the analysis process can commence within the limited timeframes prescribed by the university.

Your cooperation is once more highly appreciated.

Yours faithfully,

Bheki Masondo

Wits University (Johannesburg)

RESEARCH QUESTIONNAIRE:CORPORATE HUMAN RESOURCES

In order to establish a relationship between possible shortcomings in service delivery and the requisite skills and competencies within council officials (staff), please fill in your responses in a manner that will shed light into the current state of service delivery levels.

1. Functional Information:

- (a) What is your position?
.....
- (b) What Department do you work for?
.....
- (c) How long have been in the above capacity?
.....
- (d) How is your function related to customer service delivery?
.....

2. Skills Related Data:

The following table will help to establish the state of skills levels within council officials. Please indicate current data in each block as indicated.

JOB CATEGORY	BUDGETED STAFF	EXISTING STAFF	%VARIANCE	% QUALIFIED	IN- TRAINING
Senior Management					
Middle Management					
Technical Staff (Engineers, Artisans etc)					
Accountants					
Project Managers					
Monitoring & Evaluation Administrators					
Customer Services					
Public Relations					

3. Contextual Service Delivery Issues:

- (a) If there are any skills gaps in item 2 above, what would you say are contributing factors?
.....
.....
.....
.....

(b) What are contributing factors to your answer in (a), above? (positive/negative)

.....

(c) How would you rate the following overall competencies at the following levels of the organization- **3=adequate, 2= less than required, and 1= none:**

JOB CATEGORIES	LEADERSHIP	TECHNICAL	HUMAN
Senior Management (Directors, etc)			
Middle Management - (Planners etc):			
Supervisory Level (Operational):			
Front Desk Officials (Admin, Cashiers			
Technical Staff (Artisans, Engineers)			
Functional Staff (Drivers, etc)			
Ground Staff (General Workers, etc)			

4. Has the lack of skilled personnel (at any stage), contributed to the delays or non provision of any service to the community? (Yes/No).....

4.1 If yes, what measures has the council taken to deal with the situation?

.....

4.2 What would you recommend as solutions to skills problems or general shortcomings experienced by the council in service delivery?

.....

4.3 What specific skills would deal with current performance problems?

.....

5. How would you rate the following issues as contributing to the current skills levels?

- 5.1 Delays in recruitment process:
- 5.2 General shortage of skills countrywide:
- 5.3 Political appointments:
- 5.4 Other possible causes:

THANK YOU VERY MUCH

APPENDIX B

QUESTIONNAIR FOR :

- **POLITICAL HEADS OF DEPARTMENTS**
- **AND CUSTOMER CARE MANAGEMENT**

To: **Clr. Khosi Maluleke**
 (Health & Social Development)
 Ekurhuleni Metropolitan Municipality

Date: **09 September 2011**

Subject: **RESEARCH QUESTIONNAIRE FOR MASTERS PROGRAMME**
 IN PUBLIC & DEVELOPMENT MANAGEMENT:

I am a Masters student at Wits School of Public and Development Management, doing research on the topic: "**LEADERSHIP COMPETENCIES FOR SERVICE DELIVERY AT EKURHULENI METROPOLITAN MUNICIPALITY**".

For the successful completion of the research, could you please assist by filling in the information on the attached questionnaire, in as honest a manner as possible? The credibility of data collected will ensure maximum benefit in terms of providing reasons for the current service delivery situation, and also assist in formulating relevant and appropriate recommendations for required improvements.

The information will be managed in an ethical way and will be used for research purposes only and confidentiality of respondents is assured. The results of the research can be made available to the municipality as soon as it is available.

It would be highly appreciated if you could invest at least only 30 minutes answering the questions, and return to the sender within at least 5 days, so that the analysis process can commence within the limited timeframes prescribed by the university.

Your cooperation is once more highly appreciated.

Yours faithfully,

Bheki Masondo: Wits University (Johannesburg)

APPENDIX C

**RESEARCH QUESTIONNAIRE:
CUSTOMER SERVICES / SERVICE DELIVERY UNITS**

In order to establish a relationship between shortcomings in service delivery and the requisite skills and competencies of those who function in service delivery points, please fill in your responses in a manner that will shed light into the existing service delivery levels.

1. Functional Information:

- (a) What is your position?
.....
- (b) What Department do you work for?
.....
- (c) How long have been in the above capacity?
.....
- (d) How is your function related to customer service delivery?
.....

2. Service Related Data:

Please indicate your best responses with a tick next to the appropriate block in the questionnaire below: Note that there is no right or wrong answer). The choice of answers will range as follows:

1=strongly disagree; 2=disagree; 3=neutral; 4=agree and 5=strongly agree.

- (a) Customers are generally satisfied with the manner in which services are provided by the council officials.
- (b) Customers (including community) understand the range of services they are entitled to, ("Batho Pele" principle).
- (c) Customers complaints are attended to reasonably quick without unnecessary delays.
- (d) Customer complaints are increasing over the past twelve months.
- (e) Customers are generally aware of the councils role in providing social services.
- (f) The council provides feedback on service delivery performance levels to the expecting community.

- (g) The turn-around time for rectifying reported / identified service problems are effective.
- (h) Service quality surveys (if any), are an effective tool to measure current customer service satisfaction.
- (i) Complaints on service delivery are confused with related political issues.
- (j) Generally, council officials are equipped with necessary skills to meet operational and management of service delivery.

3. Contextual Service Delivery Issues:

(a) How would you rate the overall level of service delivery in your area?

.....

(b) What are contributing factors to your answer in (a), above? (positive/negative)

.....

(c) How would you rate the availability of skills and competencies at the following levels of the organization- (*adequate, less than required (ltr), or none*):

- (i) Senior Management - (Directors and above) :.....
- (ii) Middle Management - (Managers, Planners etc) :.....
- (iii) Supervisory Level (operational): :.....
- (iv) Front Desk Officials (Admin, Cashiers, and Enquiries):.....
- (v) Technical Staff (Artisans, Engineers, etc) :.....
- (vi) Operational Staff (Drivers, refuse collectors etc) :.....
- (vii) Ground Staff (General Workers, Messengers, etc) :.....

4. Has the lack of skilled personnel (at any stage), contributed to the delays in or non provision of any service to the community?(Yes/No).....

5. If yes, what measures has the council taken to deal with the situation?

.....

6. What would you recommend as solutions to skills problems or general shortcomings experienced by the council in service delivery?

.....

7. What specific skills would deal with current performance problems?

.....

THANK YOU VERY MUCH

