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Strategic leadership and employee engagement at the University of the Witwatersrand

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Interview Guide

Research Title: Strategic Leadership and employee engagement at the University of Witwatersrand

Introduction

My name is Vanishree Pillay and I am a student at the Wits Schools of Governance. I am currently reading for my Masters degree. In fulfilment of the degree I am required to undertake a research report. My research topic is Strategic Leadership and employee engagement in the University of the Witwatersrand. Given the new leadership that the institution has undergone, the research will aim to highlight employees views and experience of this leadership in relation to their engagement with the institution.

This session will take approximately 60 minutes to complete. You are not obligated to answer any question if you do not feel comfortable doing so. You can stop me at any point if you do not want to proceed further or stop me if you need me to clarify a question if it is unclear. Your identity and responses are strictly confidential and will not be divulged to any persons. Your answers to the questions will be used purely for the purposes of this research. Are you happy for us to proceed with the interview and are you comfortable that I will be recording the session?

Respondent No :

Date:

Time:

Questions

1. Tell me about yourself, place of birth, cultural background etc
2. How long have you been with Wits University? Where were you employed prior to joining this institution
3. Given you past places of employment what are your views on the university as an employer
4. From your commencement date to present what would you say has been the highlight of your time spent at the institution?
5. In your view what is the role of a VC and was this role played adequately by the past leadership?
6. Your installation in 2013 placed you in the driving seat of the new leadership that the institution was to experience. What were some of the challenges you identified and how did this influence your stance of the type of leadership you would take?
7. Do you think that your current leadership stance is driving the strategic objectives of the institution?
   - The conceptual framework of this study is explored by looking at a model showing three dimensions of leadership that have to work on tandem in order for it to be a well led institution. The three dimensions being…(POO)…has the demands on your portfolio as the VC coupled with the challenges of the organization affected your ability to drive these so that they work in tandem or in your view are these currently working in tandem?
   - **people leadership? (engagement)**
   - **Operational leadership**
   - **Organizational leadership**
8. What are your views on change and how it should be handled when dealing with employees in relation to levels of engagement?
9. What for you is the epitome of good leadership?

10. Are you happy and confident that you are the person who can take the institution to greater heights?