

How Diversity and Inclusion May Transform South African Commercial Property Organisations at Top Management Level

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requirements for the degree of Master of Business Administration**

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ABSTRACT

The purpose of this report is to outline contemporary transformation frameworks that emphasise diversity and inclusion and how the latter may likely transform Growthpoint Properties South Africa (Growthpoint S.A). The main focus of the consultancy report is to compare and contrast traditional transformation methodologies and contemporary diversity and inclusion methodologies as strategies to assist Growthpoint S.A transform its senior and executive management.

The propositions are that; an effective transformation strategy for Growthpoint S.A is one that focuses on identification; inclusion; attraction; diversification and retention of key talent at senior levels. Furthermore, that once diversity and inclusion interventions are implemented, there will be transformation at senior and executive levels.

Out of 15 executives in the management team, six representatives were interviewed. The limitations highlight that the majority of participants are South African and may have certain biased perceptions about the topic as opposed to the rest of the participants, who are foreign nationals.

The methodology focuses on a thematic analysis and four themes namely: leadership; corporate culture; strategies and communication are identified. Following in-depth discussions, six recommendations are provided. These include 360-degree feedback; diversity and inclusion workshops; introduction of a diversity and inclusion forum; KPI's that measure diversity and inclusion targets; workplace enhancement programmes that focus on diverse candidates and lastly, robust succession plans.

The role of the researcher as a professional Human Resource Business Partner ensured that any work dealt with is approached ethically, and the researcher's ability to do this ensured quality, reliability, validity and effectiveness of the research.

Key words: Diversity and inclusion, Exco members, Transformation, Growthpoint Properties, Leadership, Strategies, Corporate culture.

DECLARATION

I, Reabetswe Regina Motshegare declare that this consultancy report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Signed atWBS Parktown Campus.....on the...31st day of ...August 2017.



Reabetswe Regina Motshegare

DEDICATION

To the God-fearing woman in my life, my mother, Bertha Motshegare - your undying love, unparalleled support and the strong woman you are, has shaped me to the woman I am today. I get emotional when I think about the lengths you have gone through to help all four of your children have a better future. You inner and outer beauty inspires me. Your imperfections are perfect to me mama.... Ke go rata ka pelo yame yohle.

To my siblings, Reatlegile, Rebaone and Koketso, you three remain the pillars of my life. I have seen you sad, cheerful, angry and mostly, getting up to no good and nothing in the world can replace the love I have for you three.

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My only two friends in the world, Yoliswa Sambo and Dimakatso Sithole where do I begin to thank you for your unwavering support. Who knew that you two clowns would one day be mentioned in an academic report. I love you both and can never repay you for your genuine love.

To the lover of my life, my creator...Lord Jesus. Ke mmolela di tsietsi, tseng kgathatsang tsalefatshe. Ke role tsohle tsegonna lekunutu le Morena. Lord, words fail me. I am nothing without You and no one knows the deep conversations we had about this programme and how everything you promised has come to fruition. Obophelo baka Morena.

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SUPPLEMENTARY INFORMATION

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CHAPTER I: INTRODUCTION

1.1 Purpose of the study

The purpose of this report is to outline traditional transformation strategies such as the quota system versus a contemporary transformation framework that emphasises diversity and inclusion. The report shows how the latter could transform South African Commercial Property Organisations at senior and executive management levels, with a particular focus on Growthpoint Properties South Africa.

1.2 Context of the study

The property sector in South Africa has transformed and grown between 1994 and 2017. With its market share of over R400 billion, the sector has proved to be a robust industry with immense growth (Matlala, 2015). Growthpoint Properties, the largest Real Estate Investment Trust (REIT) in South Africa, was at the forefront of this transformation and growth (Events, Finance, News, and Search, 2016). The organisation has transformed through innovation and technology, globalisation, and positioning itself as a formidable organisation within an emerging market like South Africa. This growth, 23 years after 1994, is evident in Growthpoint's financials. However, similar growth is not found within staff transformation at senior and executive levels.

1.3 Problem statement

The lack of a fair and equitable representation of a diverse workforce in the senior and executive level at Growthpoint highlights how non-transformed the organisation is. On the basis of the background set out above, this report centres itself in the belief that if the organisation focuses on diversity and inclusion methodologies over a reasonable period of time, the desired transformation needed within the business will be achieved.

Government interventions have attempted to address the issues around transformation at senior levels through the Property Transformation Charter (1996) and Employment

Equity Act (Department of Labour, 1998). However, the question remains – 23 years later – whether these interventions have yielded positive results and are efficient and effective.

i. Main problem

To compare and contrast traditional transformation methodologies and contemporary diversity and inclusion methodologies as strategies to assist Growthpoint transform its senior and executive management, with a focus on the organisation's perceptions and attitudes towards the methodologies.

ii. Main problem

To compare and contrast traditional transformation methodologies and contemporary diversity and inclusion methodologies as strategies to assist Growthpoint transform its senior and executive management, with a focus on the organisation's perceptions and attitudes towards the methodologies.

1.4 Justification for the report

There has been an overwhelming call from the government to private companies to address the issues of transformation through a quota system and various policies articulated in this report. The punitive measure concomitant is that government will restrict business trading should private companies not adhere to the call. This report is therefore undertaken at a suitable time as Growthpoint looks at alternative interventions that are sustainable to its goals of transforming their senior and executive level management.

1.5 Delimitations of the report

This report only focuses on the property sector in South Africa and not on other industries that could have similar challenges.

1.6 Definition of terms

A number of key terms are used throughout the report and require clarification at this early stage.

Diversity and inclusion - Any dimension that can be used to differentiate groups and people from one another. It means respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion.

Transformation – In the South African context, transformation is referred to as a change in organisations driven by employee equity policies that suggests to formal and informal institutions how many previously disadvantaged groups are required at certain management levels.

V.U.C.A - A new term coined to describe an era of Volatility, Uncertainty, Complexity and Ambiguity in the world of work.

1.7 Assumption

The key assumption is that there is a lack of employee transformation at senior and executive level in the South African property industry and particularly, in Growthpoint Properties due to the current methodologies being used.

1.8 Structure of the report

Chapter 1 covered the purpose of the study and the problem statement. Chapter 2 focuses on the review of literature related to diversity and inclusion that drive identification, attraction and retention of key talent. Chapter 3 presents the methodology and procedure that was employed in collecting data relevant to this study. Further to this, chapter 4 depicts and denotes the data collected and chapter 5 and 6 interpret, gives analysis and recommendation on the data gathered. The main topics covered in this report are transformation, diversity and inclusion, identification, attraction and retention of skilled senior and executive managers.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

The literature review critically evaluates, selects, interprets and applies management theories used by Growthpoint in relation to transformation within its top management level. Prior research on how diversity and inclusion can effectively drive transformation is also discussed in detail, as this lack of diversity and inclusion is assumed to be the current gap within Growthpoint. Transformation as defined by Grant (2007) is an evident change in culture, race, gender and age specifically within the workplace. Kazi and Karodia (2013) argue that change cannot be seen merely through transformation quotas but through the phenomena of “diversity and inclusion”. Kazi and Karodia (2013) define these phenomena as the simplicity of variety or differences that influence personal perspectives of individuals in a workforce.

The authors argue that inclusion is about recognising, respecting, and valuing differences that influence an individual’s personal perspectives. The article from US Fish and Wildlife Service (2015) highlights in its implementation plan that diversity and inclusion facilitate identifying key talent that is needed by the business, attracting that talent, and also ensuring the longevity of the talent with the business. This report focuses mainly on diversity and inclusion as an intervention to ensure the business has sustainable transformation at senior and executive levels.

2.2 Background discussion

The issue of transformation in relation to South African employment has always been fuelled by political, economic and social inequalities, argues the South African Government News Agency (1994). Aligned with government regulations, Growthpoint as a South African organisation listed on the Johannesburg Stock Exchange (JSE) is required to adhere to the property transformation policy passed by law.

The current practice within the organisation contains a property transformation charter, which clearly articulates how many senior and executive managers are required in the business (refer to Table1). The business meets annually with the Human Resource Department to assess progress on meeting the quota. The advantage of this process is mostly within correcting the ills of the past apartheid regime (Grant, 2007), however, grave concerns are also associated with this process. The concerns, inter alia, include the perception that transformation is a form of reverse discrimination; because this is a forced process, people are not committed towards the process; most groups attained through a transformation quota process, leave the business within 24 months due to lack of environmental support and blatant exclusion (Talbot, 2014).

Table1: *Property Charter depicting required senior managers in organisations*

	Black includes Indian and Coloured demographics
I.	30% black people in Senior Management;
II.	10% black women in Senior Management;
III.	35% black people in Middle Management;
IV.	12% black women in Middle Management;
V.	50% black people in Junior Management;
VI.	20% black women in Junior Management

Note: Property Charter (5 year timeline). South African Property Sector Charter (2015). South African Government News Agency. (1994). Transforming South Africa's workplace. Retrieved from <http://www.sanews.gov.za/south-africa/transforming-south-africas-workplace>

It is agreed that transformation corrects inequalities in the workplace; ensures fair representation of the South African demographic and exposes opportunities to those who did not have these before (South African Government News Agency, 1994). One wonders whether the manner in which Growthpoint addresses this issue is sustainable and effective in the current economy.

2.3 Current Approach to Transformation: Complete buy-in or is it a numbers game?

Growthpoint's current approach to transformation as an international organisation diversifying its workforce is done through a quota system. Dr Marther-Helm (2016) notes that leaders need to be passionate about the idea of diversity, rather than merely complying with government regulations to meet transformational goals. The cost of continuing business under current circumstances may likely cripple the business in the long run, as Singh (2012) advances that unplanned departures of key employees can lead to huge losses of productivity, delayed or missed deadlines and increased hiring costs of replacements. The current transformation model adopted by Alternative Propensity (2015), proposes that there are five critical steps to implementing transformation.

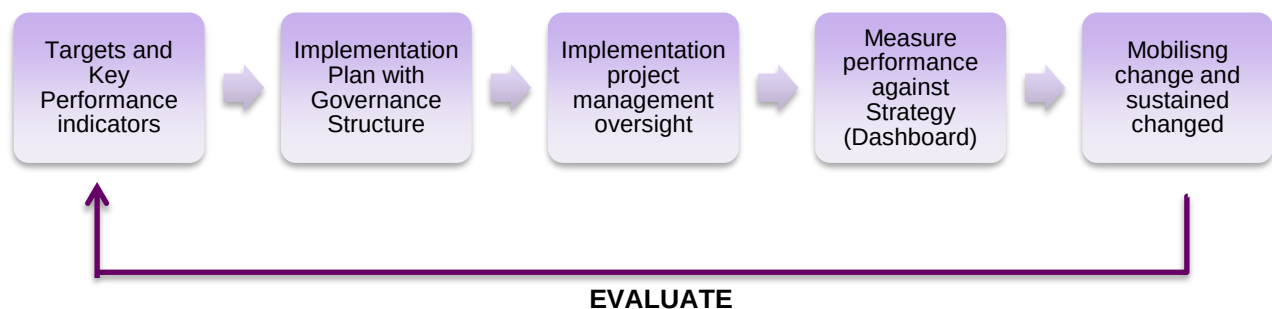


Figure 1: *Transformation Strategy Implementation and Governance*. Note: Republic of South Africa. (1998). Employment Equity Act, No. 55 of 1998. *Government Gazette*, 400(19370).

According to Figure 1, targets in the form of key performance indicators (KPI's) are to be set by an organisation clearly depicting how many employees of colour are to be employed in top management. The implementation must adhere to a governed structure and a project plan team must oversee this. Regular feedback and evaluation should be done through dashboard reporting.

Denton and Vloeberghs (2003) argue that attempts for South African companies to compete globally under the current transformational strategies have led to 'transformational fatigue'. Transformation has been reduced to a matter of legal

compliance because organisations have not bought into the quota system nor the individuals these systems 'force' companies to hire. Leonard (2004) highlights that diversity and inclusion management could have indirect positive effects on employees compared to a quota forced transformation policy which would most likely make the organisation more competitive than if it uses a quota.

i. Research Proposition 1

An effective transformation strategy for Growthpoint S.A is one that focuses on identification; inclusion; attraction; diversification and retention of key talent at senior levels.

2. 4 Proposed approach to transformation: Implementing a sustainable solution to transformation through diversity and inclusion

A significant problem Growthpoint faces when attempting to transform their businesses stems from their use of old management methods to address new challenges. This results in unfeasible expectations of favourable outcomes. Implementing the right diversity plans which do not focus on the quota system or government regulations will assist in closing the gaps currently evident within Growthpoint. Dr Mathur-Helm (2016) suggests that companies must ask themselves three critical questions:

1. Why do we want diversity? And if so;
2. What kind of diversity do we want? And if so;
3. How much diversity do we want?

2.5 Why diversity and inclusion matter most in a VUCA world

Volatility, Ambiguity, Complexity and Uncertainty (VUCA) have become a norm in organisations with the current economic turbulence and rapid rate of environmental change. The business lexicon has referred to this as the V.U.C.A world. Raghuramapatruni and Kosuri (2017) argue that in a VUCA world, both pundits and

executives have indicated that past activities that were essential to achieving organisation goals and complying with legislated policies, such as traditional strategic planning and assigning individuals that would assist with achieving those goals, have become a mere exercise in futility.

2.6 Diversity and Inclusion Framework

According to Dr. Mathur-Helm (2016), organisations need to make diversity part of the vision of the organisation. This can be accomplished by using the four-pronged approach depicted in the framework in Figure 2.



Figure 2: *Diversity and Inclusion Framework*. Note: Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.

This framework emphasises an environment that is diverse in terms of race, gender and background, to name but a few factors. It could be observed that the VUCA world requires an environment that does not impede transformation and organisational agility.

Shore et al. (2011) argue that diversity and inclusion are synonymous with identifying the right talent (whether internally or externally), attracting that talent and grooming it, and lastly, ensuring that the talent is retained. Shore et al. (2011) indicate that there are three key elements this approach emphasises:

- I. Mentoring and coaching of talent;
- II. Flexibility and leadership;
- III. Building a pipeline for diverse talent.

Sakar (2015) asserts that change is relentless and that the landscape in which we work is constantly changing. Transformation in any organisation of any form is desired in a VUCA world, however, methodologies thereof need to be such that they themselves are transformative in nature. She further notes that reacting without having a vision leaves people feeling confused and demotivated. She lastly drives the point that rigidly adhering to a chosen strategy or policy risks missing opportunities or failing to respond to market and environmental changes.

ii. Research Proposition 2

Diversity and Inclusion interventions that transform senior and executive levels would contribute to Growthpoint's competitive advantage.

2. 7 Conclusion of Literature Review

There are a number of scholars who hold strong opposing views on transformation. However, the bulk of the literature embraces and points out the importance of diversity and inclusion as an alternative method of ensuring sustained transformation in any organisation. The difference between transformation; and diversity and inclusion is in the intent in which transformation is driven through organisations.

Transformation in the South African context, as argued by legislature, is driven through a quota system (Department of Labour, 1998), whereas diversity and inclusion are driven through full engagement with an individual in an organisation (Horwitz & Jain, 2011). It can be inferred from the literature review that unless Growthpoint SA utilises an agile framework that focuses on diversity and inclusion, it will lose key talent over time and possibly, its competitive edge.

CHAPTER III – DATA ANALYSIS AND COLLECTION

This consultancy report established the value of the traditional transformation strategy versus the value of having a contemporary diversity-and-inclusion framework. The framework was in relation to achieving a transformed organisation that is optimally geared to leverage its diverse top-level employees in the quest to harness the opportunities and face the challenges that the VUCA environment presents.

In this chapter, the proposed overall research design is set out and includes an explanation of the population and the participants, with a full explanation of the data collection methods and the data analysis methods. The validity and reliability of the study is discussed, and the chapter concludes with a brief discussion of the role of the researcher.

3.1 Research paradigm

As the nature of the research problem was exploratory and descriptive, a qualitative analysis was employed and a thematic framework was used to analyse and interpret the data. Snape and Spencer (2003) describe qualitative research as “providing an in-depth and interpreted understanding of the social worlds by learning about people’s social and non-social environments” (p. 22). Part of the methodology included a thorough explanation to the participants for ensuring they understood what diversity and inclusion and transformation methodology are. As a qualitative researcher my role will be to create awareness, engagement and dialogue about diversity and inclusion. Transformation in South Africa is linked to historical, political and cultural aspects and this report will attempt to improve the methodologies property organisations engage in to achieve transformation. This report further highlights the phenomenon Guba and Lincon (2014) referred to as the critical paradigm. They argue that social; cultural; ethnic and political realities have major influence on realities that take place in the workplace.

3.2 Assumptions of paradigm

It was crucial to have in-depth discussions with participants in this study to understand whether in their perceptions, experience and understandings, transformation in its traditional form is effective. Griffin (1986a) states that the use of qualitative methods, including ethnographic observation, can challenge researchers' assumptions about specific phenomena, as well as enable researchers to reflect on areas of inconsistency, variation and contradiction.

3.3 Research Participants

Since this consultancy report focused on Growthpoint Properties, the entire senior and executive management team permanently hired by the organisation was the targeted group of participants.

In qualitative research, the objective was to have a participant's size that was small enough to allow deep probing, rather than comprehensively covering the population with no depth. It was recommended that participant sizes for qualitative interviews be kept below 50 (Ritchie, Lewis & Velam, 2003). Growthpoint's senior and executive management is made up of a population of 20 individuals, and for the purpose of this report, six employees representative of the demographic of the team were interviewed. The six employees adequately represent the executive teams' gender, racial, educational and cultural background. These demographics are important in collating valid and reliable data on diversity and inclusion in the business.

Stratified purposive sampling was used to select the participants. These participants were pertinent to the process as they form part of the executive team and have direct influence on this initiative. The advantage of using stratified purposive sampling was that a smaller group gave more precise data to interpret. Furthermore, the participants were chosen for a specific purpose, because they illustrated features of interest due to their demographic variety (Silverman, 2001).

Table 2: *The research participants*

Job Title	Demographic	Nationality	Senior Manager or Exco member
Asset Manager	Black Male	South African	Senior Manager
Managing Director	White Male	South African	Exco. Member
HR Director	Black Female	South African	Exco. Member
Portfolio Manager	Indian Female	South African	Senior Manager
General Manager	White Female	British	Senior Manager
Regional Manager	White Male	Scottish	Exco. Member

Note: All above listed employees are permanently hired by Growthpoint Properties as at 1st May 2017.

3.4 The Research Instrument

A semi-structured interview (Appendix B) with five open-ended questions was used to elicit responses to the research questions. Legard, Keegan and Ward (2003, p. 7) call the interview “a conversation with a purpose”. Interviews are good for providing rich data of personal perceptions and are ideal to probe complex issues (Lewis, 2013).

These interviews were conducted face-to-face and took between 40 to 60 minutes in a controlled environment such as a boardroom. The interviews were conducted over a period of two weeks to allow reasonable time for the researcher to collate the required information and revert for clarification if needed. Interviews have the benefit that the researcher can control the line of questioning, however they also have limitations in that the presence of the researcher may bias responses and that not all people are equally articulate and perceptive (Creswell, 2003).

Legard, Keegan and Ward (2003) suggest that to mitigate the limitations, the researcher needs to create a safe environment by clearly stating why the research is being conducted (Appendix A), by being fully prepared, listening actively and continuously checking in with the participants to ensure they are comfortable with proceeding with the interviews.

3.5 Procedure for data collection

All data was gathered by recording the interviews and used for analysis at a later stage. Data such as attrition reports and prior exit interviews in the Human Resource Department were also used to triangulate the feedback received from interviews. The interviews were done in a boardroom and the recording is stored safely on a locked document with a password protect. Where needed, the confidentiality agreement form was used.

3.6 Intended analysis of the data and its interpretation

Creswell and Clark (2007) caution that during the interviews there may be other statements and issues that could be raised by the participants that are not directed at the research question. These statements were recorded separately with a clear emphasis that these could have been outliers that could be researched at another stage.

The thematic analysis was intended to focus on these key stages as identified by Lacey and Luff (2001, p.7):

- Understanding the data through review, reading and listening;
- Coding and identifying themes;
- Developing certain categories;
- Establishing relationships between developed categories;
- Refining themes and categories;
- Developing theories and incorporating pre-existing knowledge;
- And finally, report writing.

3.7 Limitations to the study

The majority of the participants were South African and might have had certain biased perceptions about the topic as opposed to the rest of the participants, who were foreign nationals.

The role of the researcher as a professional Human Resource Business Partner was to always ensure that any work dealt with was confidential and the same was applied. The researcher kept the participants focused on the research questions and reemphasised confidentiality. The researcher's ability to do this affected the quality, reliability, validity and effectiveness of the research.

3.8 Data Quality, Reliability and Transferability

To ensure that this research made a valuable and practical contribution to Growthpoint's transformation strategies, it was essential that the research measure used were sound, effective and accurate. Wood et al. (2000) refers to the soundness and effectiveness as "validity" and accuracy as "reliability". Validity in qualitative research has become a hotly debated subject resulting in authors suggesting alternative terms such as authenticity, trustworthiness, credibility, transferability and plausibility (Leedy & Ormrod 2001). In contrast, Lewis and Ritchie (2003) argue that reliability is concerned with the "replicability" of the research and proposed alternative terms such as conformability, trustworthiness and dependability.

To ensure that this report and the process was trustworthy, researcher vigilance was adopted. Researcher vigilance refers to the researcher's ability to be objective about how they present the information and ensure transparency in the process. The analysis of the data was not misinterpreted to suit the researchers thinking but depicted the exact wording of the participants. It is for this reason that researcher vigilance was important in ensuring there was trustworthiness throughout the process.

Table 3 depicts the strategies suggested by Leedy and Ormrod (2001) to ensure that the research instrument measures what it was supposed to measure (also referred to as internal validity) and is generalisable (referred to as external validity), the following strategies were applied.

Table 3 – *Strategies that were applied to ensure validity*

Strategies to ensure validity	How validity was maximised in this consultancy report
Transparent reporting of research methods and findings	Comprehensive reporting, including using the words used by participants in the interviews.
Triangulation	Interviews, previous consultancy reports, exit interviews are used. I also checked with each participant that what I have interpreted from their interview was accurate.
Analytical induction	To be used during data analysis.
Negative case analysis and presenting discrepant information	Researcher's vigilance and comprehensive reporting.
Extensive time spent in field	Property industry experience of the researcher.
Peer debriefing	Engagement with fellow MBA students.
External Auditor	Research Supervisor (Deborah Levy).
Correct "naming" and labelling	Researcher vigilance and cross-examining interview notes and labels generally used.

Note: Strategies to ensure validity. Leedy, P. D. (2001). *Practical Research: Planning and Design*. Upper Saddle River, New Jersey: Prentice - Hall Inc.

Lewis and Ritchie (2003) further suggest the following tabulated strategies to ensure reliability. Next to the strategies are ways in which the researcher maximised reliability within the report.

Table 4: *Strategies that were applied to ensure reliability*

Strategies to ensure reliability	How reliability was maximised in this consultancy report
Participants including all constituencies	Stratified purposive sampling techniques were adopted.
Standardisation of fieldwork	Semi-structured open-ended questions.
Pre-testing interview schedules	Panel of experts reviewed proposal first including research supervisor
Training of interviewers	Pilot session was done by researcher.
Systematic and comprehensive analysis	Thematic data analysis.
Allowing equal opportunity for all perspectives	Researcher's vigilance.
Specify criteria for use of subjective judgment	Based on the feedback given in interviews subjective judgment was essential in data analysis. The researcher was true to the participants' meanings – i.e. not change their meaning to suit the researcher's agenda.
Provide sufficient information of the research process to assure readers that there was no discrimination.	Sufficient detail in the research report to be submitted for scrutiny by panel experts and research supervisor.

Note: Strategies to ensure reliability. Lewis, J., & Ritchie, J. (2003). Generalising from qualitative research. *Qualitative research practice: A guide for social science students and researchers*, 2, 347-362. Sage Publications, London.

3.9 The role of the researcher

It is advisable that researchers acknowledge their role and potential bias (Creswell, 2003) and should disclose past experience and any connections they may have with the participants. The researcher notes that qualitative research is interpretive and subjective interpretation based on evidence given cannot always be avoided. A step called “bracketing” as argued by Leedy and Ormrod (2001) was used to suspend latter mentioned bias.

3.10 Ethical considerations by the researcher

Ethics was considered the branch of philosophy which deals with the dynamics of decision-making concerning what was wrong and right (Fouka & Mantzourou, 2015). In an effort to protect and uphold the dignity of the participants, the below tabulated ethical considerations as suggested by Fouka and Mantzourou (2015) was applied.

Table 5: *Factors that were applied to ensure ethical standards are upheld*

Factors to ensure high ethical standards are upheld	How ethical standards were applied
Ensuring informed consent	Request for voluntarily participation and recordings.
Beneficence - Do no harm	Participants were debriefed about the topic and panel experts reviewed research proposal. Confidentiality and Agreement Form proposed addressed elimination of any malice. (Appendix C)
Respect for anonymity and confidentiality	Names of participants were not included in report. Confidentiality Agreement Form proposed was signed. (Appendix C)
Respect for privacy	Participants were not forced to respond to questions they were not comfortable with and same was noted.

Protection of vulnerable groups of people	Participants were not victimised or retaliated against irrespective of race, gender or age. Confidentiality Agreement Form proposed (Appendix C)
Ability to manage conflict	Where needed, research supervisor to be consulted for assistance where conflict arises.

Note: Ethical factors to consider in research. Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA.: Sage publications.

3.11 Summary of research methodology

The methodology used was qualitative with a focus on thematic analysis. A semi-structured interview questionnaire was used to gather data from six participants at senior and executive management level followed by comprehensive thematic analysis. Strategies to ensure validity, reliability, and ethicality were used to guard against researcher bias and Growthpoint not accepting the consultancy report in good standing.

CHAPTER IV - PRESENTATION OF RESULTS

4.1 Introduction

This chapter details findings from the semi-structured interviews conducted. Out of 15 executives in the management team, six representatives were interviewed as indicated in the methodology chapter. The response rate was adequate and thus allowed the research to be meaningful and to allow for deep probing. Further to this, sufficient time was allocated to allow for the accurate collection of data. The methodology focused on a thematic analysis and due to the latter, this chapter is divided into four themes which includes leadership; corporate culture; strategies and communication. Given that this research used an in-depth qualitative approach to obtain responses, a thematic data analysis approach was used to derive the findings that are aimed at providing answers to the research questions.

4.2 The semi-structured interviews

In order to answer the research question and understand how diversity and inclusion may transform Growthpoint's executive team, a semi-structured interview schedule was prepared, using information drawn from the literature review. The following questions were posed:

4.2.1 Describe your understanding of 1) *transformation*. and 2) *diversity and inclusion*?

4.2.2 In your view has transformation (as we traditionally know it) been effective in transforming Growthpoint's top management?

4.2.3 Diversity and Inclusion refers to respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. Following the above, how do you think a diversity and inclusion strategy differs from the traditional one and do you feel it would offer more advantages to Growthpoint, if so, how and why?

4.2.4 In your view, why or why not is it important for Growthpoint's top management to transform or not to transform?

For managers who want to keep traditional transformation methodology

4.2.5 If we keep the current transformation methodology, what benefits do you see that it provides Growthpoint with, particularly in terms of sustainable competitive advantage and talent management?

For managers who want to introduce the diversity and inclusion methodology

4.2.6 If we introduce the modern diversity and inclusion methodology, what would be the best way of implementing it to avoid falling into the same pitfalls we did with the traditional transformation methodology?

4.2.7 Do you have any other ideas and suggestions about how best to promote transformation or diversity and inclusion?

4.3 Table 1: The research participants

Interviewee	Age Group	Demographic	Nationality	Tenure with business
1	45+	Black Male	South African	5 years
2	45+	White Male	South African	10 years
3	45+	Black Female	South African	1 years
4	45+	Indian Female	South African	10 years
5	45+	White Female	British	10 years
6	45+	White Male	Scottish	10 years

Note: All above listed employees are permanently hired by Growthpoint Properties as of 1st August 2017.

4.4 Data representation

The data is represented in the following themes:

- 1) **Leadership** in the organisation and its influence on change;
- 2) **Corporate Culture** that is influenced by industry norms;
- 3) **Strategies** that Growthpoint needs to continue doing, including new adaptations and;
- 4) **Education through communication** channels which are paramount to achieving transformation.

4.4.1 Leadership

This chapter covers the findings from the theme of leadership. There was a view by three of the six participants that the current leadership team was not committed to transformation and as a result, diversity and inclusion was bound to be a challenge.

“Senior management fear sharing knowledge in the organisation. Transformation is more about a change that needs to take place whereas diversity and inclusion is about getting opportunities to people to be inclusive. It is evident that senior managers feel threatened and this could be the reason why they don’t share and take people under their wing. We often say we must focus on people of colour and no one says where the rest of the group will go” (Interviewee 5).

One participant felt that leaders did not drive the right behaviour and instilled fear in other senior managers. Five people alluded to the fact that leaders are not driving the right behaviour as there is no repercussion for not driving the right behaviour.

“Growthpoint leadership have an improper application of transformation. This is when you put in a person who doesn’t have the qualifications and attitude to do the work and later say a certain racial type cannot do the job...and it’s been proven. We are also not working hard on getting other people close to what we want and developing them” (Interviewee 1).

“Other regions such as the US and UK are at a point where diversity and inclusion can be discussed as they don’t have the baggage that we have. We are still struggling with getting transformation from a quota system right before we talk about vanilla strategies such as diversity and inclusion” (Interviewee 6).

“Unfortunately, transformation has been watered down to a ticking box exercise. People sit and say give me a Black Economic Empowerment (BEE) certification and you get certified. We seem to be aiming for numbers and not change. Our current leadership numbers reported in August 2017 are a reflection of good numbers at the bottom level with no change at top level” (Interviewee 6).

“The purpose of the quota system was meant to address inequalities in the short term and was not meant to be a long-term solution. However, as the industry has no enforcement, there is reluctance from senior managers to make any organisational changes. Harsh penalties must be put in place by government. Skills transfers will not take place until we have appropriate actions taken against organisations such as ours where non-transformation is a cultural norm” (Interviewee 3).

Table 1: *Demographics at top management*

TOP MANAGEMENT: DEMOGRAPHICS AND TARGETS AS AT JUNE 2017															
NATIONAL EAP %: Stats SA Q3 2016			Actual GPT as at June 2017						Targets in line with EAP requirements						
			Total Permanent Head Count						Total Permanent Head Count						16
Population Group	Male %	Female%	Population Group	Male	%ge	Fem	%ge	Tot%	Population Group	Male	%ge	Varianc	Fem	%ge	Variance
African	43	35	African	0	-	1	6	6	African	7	43	-7	6	35	-5
Coloured	5	5	Coloured	1	6	0	0	6	Coloured	1	7	0	1	6	-1
Indian	2	1	Indian	0	-	0	0	-	Indian						
White	5	4	White	10	63	2	13	75	White	1	5	9	1	4	1
Foreign Nat	0	0	FN	1	6	1	6	13	FN	0	0	1	0	0	1
Totals	55	45	Totals	12	75	4	25	100	Totals	9	55		7	45	

Note: All above listed information was submitted to Social and Ethics board on 1st August 2017 by Growthpoint's HR Director.

4.4.2 Corporate Culture

The theme “corporate culture” was driven by the fact that most participants said there is a certain identity that shapes how Growthpoint behaves and operates. They indicated that we cannot talk about people in an organisation without acknowledging the environment in which they operate.

One participant (16.7%) strongly believed that the industry norm has impacted on the companies’ culture stating that;

“Unfortunately, diversity and inclusion will not flourish to its fullest as we don’t see enough people of colour in senior roles and we don’t believe there is not enough black people who cannot do the role in the industry. There are enough skills of black people to go into these positions. It’s a fallacy that has become part of us” (Interviewee 1).

All six participants (100%) argued that Growthpoint and the industry at large has a systemic problem and not an individual problem.

“The issue is that the founding members of this industry and mostly some managers in this particular organisation don’t want to let go. There is plenty of people who can do the job, they are just not close enough to the right people and we don’t know where to get them. Ask yourself the following:

Do we sit and say education takes over experience amongst people of colour? Further to this, do we sit and say any person irrespective of religion, background and experience can take over from senior roles mostly our roles? Also, to take into consideration is whether my salary and other benefits get impacted if I don’t follow organisation policies around transformation?” (Interviewee 6).

“We need to force enterprise development as that’s where employment and hopefully complete transformation will take place. When you have an educated nation, you can easily have inclusive and diverse teams” (Interviewee 2).

“I’ve noticed that when you talk BEE, Employment Equity (EE) people literally fall asleep in board meetings and they don’t want to engage. It becomes a very boring issue for leaders. We definitely need to educate the business on diversity and inclusion including the transformation quota. Broad Based Black Economic Empowerment (BBBEE) has been watered down to corridor talk. All we need to drive is understanding” (Interviewee 5)

“The lack of transformation will be addressed the day government reviews the transformation quota. Diversity and Inclusion can only be implemented effectively if we have our numbers right” (Interviewee 4).

4.4.3 Strategies

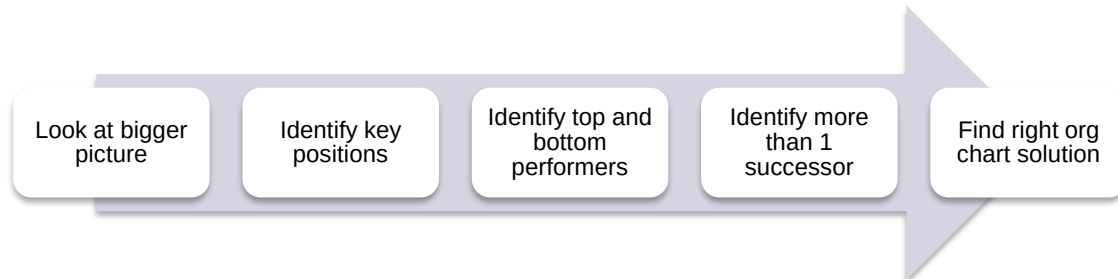
This chapter focuses on pragmatic strategies Growthpoint can adopt or further enhance. This theme stems from questions posed to participants to suggest how best to promote transformation or diversity and inclusion.

There was an overwhelming response from five participants who believed that diversity and inclusion methodologies are being adopted at lower levels in the business, however not at top management where it counts.

“There certainly is transformation at junior staff levels as this is driven through their managers’ key performance indicators (KPI). At an executive level, we need clear succession plans that are intentioned to fill executive roles with diverse candidates” (Interviewee 2).

“One of my colleagues said he doesn’t feel the pressure as his salary is not impacted by not complying with transformation or diversity and inclusion. He didn’t mean it in any bad way, he was just honestly saying – our CEO needs to monetarily make leaders comply” (Interviewee 2).

Interviewee 2 referred to Growthpoint’s succession planning process plan.



Note: Growthpoint succession plan

“With the above plan in mind, as soon as positions are available, we need to fill them with EE candidates. We need to identify people and give them opportunity within the industry and not just within the business as we know the talent we have”
(Interviewee 2).

“The strategy to have diversity and inclusion would work only if we have commitment from the top which is critical for change in the workplace”
(Interviewee 6).

“The work skills enhancement programme which was done for junior managers in the business in the past year needs to be implemented at senior levels. People of colour need to be given small projects and they need to be monitored. Educating people on the courses we have in the business is crucial. (Interviewee 4).

“We need to give juniors substantive work and the ability to make decisions. The problem is that there is a sense of financial remuneration to secure talent and no focus on the retention and upskilling an individual” (Interviewee 5).

“I don’t believe we can transform if the business sees no need for transformation. One must note that people transform when there is a need. Growthpoint and the bigger property space have never felt the pressure to do so because it’s a side issue. The recent strategy is that tenant rental are based on the state of transformation in the organisation they let from. The clients are starting to be affected by the lack of transformation in the business” (Interviewee 6).

“The question is whether we are changing just the number or the actual transformation. My thoughts are that we need government to start funding some of the projects that banks cannot fund. The banks have no interest in black people as they don’t have credibility in their view” (Interviewee 4).

“We have more black deal makers than entrepreneurs. They structure deals with “white” capital but don’t own anything in value terms” (Interviewee 2).

4.4.4 Education through Communication

All participants argued that diversity and inclusion would bring positive change however the framework itself will need to be explained through vigorous education before being implemented. Two employees indicated that:

“We need to push people to live and understand diversity and inclusion. Town halls and workshops need to be done in the business” (interviewee 1).

“Educating the business will yield the desired results we have been looking for” (Interviewee 5).

Most employees were argued to have left the business from lack of knowing what the future held for them in the business.

“Forcing people will help them get on with the programme” (Interviewee 6).

4.5 Summary of the results

There is a general consensus that the leadership team is not committed to change in the organisation. Leadership instils fear in the business with topics related to transformation which could impede the success of implementing diversity and inclusion methodologies.

There is evidently a high proportion of participants who feel that the industry has shaped the culture of the organisation. The fallacy is that there is no talent in the market and that belief influenced Growthpoint’s culture on succession plans and finding replacements for senior roles. The suggested strategies to mitigate this included workplace enhancement programmes, a robust succession plan, stronger and more punitive interventions from government. Lastly, possibly rewarding behaviour to all senior managers through a performance bonus. This means that senior managers who do not adhere to the diversity and inclusion agenda will be negatively impacted in their performance bonus.

The overriding strategy is to improve aspects of communication to change the culture and mind-set of senior staff members. It is critical to educate the business at large about transformation; diversity and inclusion with an emphasis on its benefits in the organisation.

CHAPTER V: INTERPRETATION, ANALYSIS, DISCUSSION OF DATA AND RECOMMENDATION

5.1 Introduction

This chapter brings structure, order and meaning to the collected data from the interview responses that were captured in the previous chapter. The chapter paints a picture that an effective transformation strategy for Growthpoint is one that focuses on diversity and inclusion at senior levels to ensure business competitiveness. Furthermore, recommendations have been provided in this chapter to clearly show understanding of the challenges Growthpoint has.

5.2 The analysis follows the order of the following themes:

1. **Leadership** in the organisation and its influence on change;
2. **Corporate Culture** that is influenced by industry norms;
3. **Strategies** that Growthpoint needs to continue doing, including new adaptations and;
4. **Education through communication** channels which are paramount to achieving transformation.

5.2.1 Leadership

There was a general feeling that leadership (specifically exco members) were not committed to transformation; diversity and inclusion. The topic had become a numbers game or complying with government regulations and lip service to actual change. Senior managers who had power and influence instilled fear in others. Even though certain leaders desired change, their perception of what change looks like was ineffective. One interviewee highlighted this:

“Unfortunately, transformation has been watered down to a ticking box exercise. People sit and say give me a Black Economic Empowerment

(BEE) certification and you get certified. We seem to be aiming for numbers and not change” (Interviewee 6).

With reference to the literature research, Dr Marther-Helm (2016) noted that leaders need to be passionate about the idea of diversity rather than merely complying with government regulations to meet transformational goals. Notwithstanding the above argument, there is some level of commitment from the business to drive a diverse organisation. The state of the organisation however, seems to be diversified at the bottom (lower level employees) and not at the top (senior managers and exco) which is where the tough conversations need to take place.

From a consultative approach, the recommendation would be for exco to have 360-degree feedback done with an emphasis on what transformation, diversity and inclusion means for each exco member. Following that intervention, small workshops are to be done by exco to mitigate any discrepancies amongst them and find solutions on how to change the notion that change only occurs at lower levels and not at senior roles. The most important element for exco at this moment is to increase its awareness about the need for a diverse workforce.

Dr Marther-Helm’s (2016) research supports the above recommendation, arguing that awareness is important amongst senior managers and they must ask themselves the following questions through this process:

1. Why do we want diversity? And if so;
2. What kind of diversity do we want? And if so;
3. How much diversity do we want to achieve our transformational goals?

An exco member also supported this in the interview stating that:

“All we need to drive is understanding” (Interviewee 5).

5.2.2 Corporate Culture

It is critical as a researcher, that one understand the culture of Growthpoint to fully appreciate the successes and challenges the organisation might have had over the years. There was a sense from some exco managers that the industry has in turn, influenced the organisation's culture and its view on transformation. In the literature review, Grant (2007) maintained that transformation can be defined as evident change in culture, race, gender and age within the workplace.

The interviews indicate that the perception in the market is that there is no talent from EE candidates that are ready for senior roles at exco level. This is evident in other industry players such as Broll Property Group, Redefine Properties and JHI Properties to name a few.

“Unfortunately, diversity and inclusion will not flourish to its fullest as we don't see enough people of colour in senior roles and we don't believe there is not enough black people who cannot do the role in the industry. There are enough skills of black people to go into these positions. It's a fallacy that has become part of us (Interviewee 1).

The above interviewee was addressing the inequalities of the past where certain groups of people (mainly the white demographic) entered the market in advance, compared to previously disadvantaged groups such as Indians, coloureds and blacks. The South African News Agency (1994) alluded to this in the literature review stating that the issue of transformation in relation to South African employment has always been fuelled by political, economic and social inequalities.

It was of keen interest to note that one participant argued that some managers in exco want this change and embrace the change. The business has succumbed to the industry norm as the business does not know where to start looking for diverse talent.

“The issue is that the founding members of this industry and mostly some managers in this particular organisation don’t want to let go. There is plenty of people who can do the job they are just not close enough to the right people and we don’t know where to get them” (Interviewee 6).

From the above observations, it would be recommended that Growthpoint puts together a Diversity and Inclusion Forum made up of a full representation of the business. The mandate of this forum, inter alia, will be to create a working environment of understanding transformation through inclusion; promoting programmes and services to more diverse communities; understanding and promoting various ethnicities, religions, cultures, genders, sexual orientations and abilities.

Further, there is an evident need for a diverse pool of individuals in the business that are not from another property organisation. Thus, the recruitment team are advised to explore other industries when making placements such as the banking industry, investments industries to ensure that the calibre of candidates they bring in is diverse.

5.2.3 Strategies

The interviews made reference to strategies that exco members found useful in addressing the current state of the management team. There was an overwhelming response from five participants (83.3%) who believed that diversity and inclusion methodologies are being adopted at lower levels in the business but not at top management where it counts. The question beckons whether the same strategies used at lower levels could not be used at exco level. The following recommendations were put forth:

Strategy 1:

Executive members should have transformation, diversity and inclusion as part of their key performance indicators (KPIs). These KPIs need to be assessed every six months and should be tied to their annual performance bonus. Managers who do not meet their KPIs should be penalised on their annual performance bonus.

With reference to the transformation strategy implementation and governance model, there has to be a clear target in the form of KPIs that articulates how many people of colour managers will adopt and mentor into senior roles to achieve overall diversity.

Strategy 2:

Growthpoint needs to put in place a robust succession plan which is communicated and understood by all exco members. From the interviews, it was evident that a succession plan was put in place, however it was not communicated nor was it relevant. Thus, a clear succession plan where the identified candidates are communicated to and mentored to successfully occupy senior roles is needed. This is one of the recommendations exco members should implement in 2017/2018 financial year which ends in June 2018. A guide of what the succession document should look like has been created by the researcher and provided as Appendix E.

Strategy 3:

The third strategy is to have a Diversity and Inclusion Forum. This forum should adopt Shore et al.'s (2011) framework discussed in the literature review.



Figure 1: Diversity and Inclusion Framework. Note: Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.

Shore et al. (2011) indicated that there are three key elements this proposed strategy focuses on:

1. Mentoring and coaching of talent.
2. Flexibility and leadership.
3. Building a pipeline of diverse talent.

The formation of a forum will oversee that the above model is adhered to and consults with the business where it does not follow the guide of the framework. The forum must also have a fair representation of exco members that will be held accountable for the change. The executive members will be accountable to the board and the forum. Should they not comply, then this should be recorded on their performance management discussions with the board.

Strategy 4

“The work skills enhancement programme which was done for junior managers in the business in the past year needs to be implemented at senior levels. People of colour need to be given small projects and they need to be monitored. Educating people on the courses we have in the business is important” (Interviewee 4).

The workplace enhancement programme implemented by Growthpoint in the past (Appendix F) is one of the recommended strategies. The programme identifies employees in the business and pairs them with a senior manager. The senior manager then hands a small project to the employee and over a period of 12 months, there has to be on-the-job training in an effort to prepare the employee for bigger roles in future.

Traditionally, some of these strategies mean breaking boundaries and doing things out of the norm. Ranghurmapatrani and Kosuri (2017) argue that in a volatile, ambiguous, complex and uncertain (VUCA) world, both pundits and executives have indicated that past activities that were essential to achieving organisation goals have become mere

exercises in futility. The latter highlights that the above agile strategies will assist Growthpoint achieve its goals.

5.4 Education through communication

The interviews indicate transformation, diversity and inclusion are known in the business to be important, however, as Interviewee five illustrates, this phenomenon is discussed in corridor and water cooler talks. Thus, as much as communication occurs, it is not constructive and is not led by the leadership team. According to Dr. Mathur-Helm (2016), organisations need to make diversity part of the vision of the organisation. She further notes that reacting to transformational change without the leadership communicating a vision leaves people feeling confused and demotivated. Therefore, should Growthpoint not include diversity and inclusion as part of their mission, the organisation stands a chance of seeing employees demotivated and uninterested in the change.

All participants argued that diversity and inclusion would bring positive change to the business and that there would be a refreshed view on how to transform as a business. Three employees said that:

“We need to push people to live and understand diversity and inclusion. Town halls and workshops need to be done in the business” (interviewee 1).

“Educating the business will yield the desired results we have been looking for” (Interviewee 5).

It is recommended that once exco members have done their 360-degree feedback, a clear vision on diversity and inclusion is put in place and implemented in the new financial year. Leading to that, exco should ensure in all their engagements with employees that the vision is communicated.

There were grave differences between exco members on their views of what transformation is. Some view it as hiring more black employees than white employees. Another group felt that organisations focused on blacks without considering what would happen to the rest of the groups. This could imply that some exco members do not fully appreciate what transformation holistically entails, and as a result, do not embrace the concept and do not share information. Even though there was fair representation of participants in terms of gender and race in this study, after probing, it was evident that all exco members (100%) were over the age of 45 years; 80% had been with the organisation over 10 years and the majority were hired from other property companies.

The above could imply that exco member views on how the organisation should diversify itself could be seen from similar, monotone perspectives. Further, their background in property could harness the belief that there is no talent outside the property industry. Exco is challenged in many fronts, to name a few:

- There seems to be no diverse individuals.
- The educational background is the same i.e.: they all studied a finance related course.
- The number of organisations they have worked for is limited in that they all worked for a private investment organisation.
- The generational gap between them and the rest of the business is vast i.e.: there is no one young amongst the team who could bring diverse thinking.

With these observations, all exco members are advised to attend a refresher course on what transformation is. It is evident that some exco members might have genuinely not been exposed to transformation and the property quota by which we abide. Secondly, we need to have diversity and inclusion workshops with exco members to fully understand how this could be used as a tool to achieve the desired transformation required in the business. Further, as exco members identify successors for their roles, they are to consider age and industry background for the identified participants to ensure the required diversity will be present in the new talent pipelines. Lastly, these interventions are to be communicated to the business in the business quarterly reviews.

CHAPTER VI: CONCLUSION

6.1 Introduction

This chapter sums up the consultancy project undertaken for Growthpoint Properties. Its aim was to compare and contrast traditional transformation methodologies and contemporary diversity and inclusion methodologies. Its purpose was also to find effective strategies to assist Growthpoint to transform its senior and executive management. The study thus focused on respondent perceptions and attitudes towards the methodologies. The proposition which was discussed in detail during one-on-one interviews with six exco members was that an effective transformation strategy for Growthpoint is one that must focus on identification, inclusion, attraction, diversification and retention of key talent at senior levels. At the end of the interviews and after thorough analysis of the data gathered, it was evident that diversity and inclusion interventions would contribute to Growthpoint's transformational goals and ensure the organisation remains competitive in the market through a diverse workforce.

6.2 Conclusion of the study

It is evident that Growthpoint is the leading property organisation in the property industry. Conversely, there is undoubtedly some work that needs to be done to educate its exco members on the organisation's transformational state.

The lack of fair and equitable representation of a diverse workforce in the senior and executive levels at Growthpoint highlights how non-transformed the organisation is. Furthermore, the perceived lack of commitment from exco members hinders any hope of change. Some exco members however, are determined to diversify their teams and they argue that diversity and inclusion has to form part of the organisation's vision and must be as much of a business imperative as profitability is.

The in-depth interviews conducted brought to the fore four themes that were critical to exco, namely: leadership and its influence on change; corporate culture that stems from the influence of industry norms; strategies that Growthpoint needs to continue with as

well as new adaptations and; education through communication channels which are paramount to achieving transformation. There is some division amongst leaders in terms of understanding what transformation or diversity and inclusion is. There are differing views on how diversity and inclusion should be monitored and how senior managers should be held accountable. There is a perception that no change will take place until exco is taken to task during their bonus periods in order to drive the desired behaviour. Leaders also did not speak with one voice which was of concern.

The organisation's culture is influenced by industry norms in that the industry seemingly dictated the type of leaders in the business. Thus, if the industry says "there is no person of colour" then the business also argues the same. This perception does not yield the desired transformation we would like to see in the organisation. Four pragmatic strategies from exco members are presented in the recommendations chapter. These include clear succession planning; rotation programmes in a form of on-the-job training and setting KPIs in exco member performance objectives. There is a resounding need to educate and communicate to exco members on achieving organisational transformational goals through diversity and inclusion.

6.3 Suggestions for further consultations

This study proposes that the following area needs to be explored for future research:

- Growthpoint's progress the next 12-24 months.
- Alternative interventions Growthpoint could consider to drive transformation besides diversity and inclusion.
- Other factors that could be affecting the industry i.e.: other property companies and how they address non-diversity and exclusion of other employees at senior levels.

In sum, this report is undertaken at a critical time within the organisation where political, social and economic changes are taking place. The recommendations suggested above will enable a deeper understanding of what it really means to be diverse as an organisation. Further research will also enable the business to get feedback on the efforts placed since the release of this report.

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APPENDIX A: INTRODUCTORY LETTER

2 St. Davids Place, Parktown, Johannesburg, 2193. SA

University of the Witwatersrand

Wits Business School

Masters Business Administration Research



July 2017

Dear (Growthpoint Management Manager),

I am conducting interviews as part of a consultancy research study towards the completion of an MBA degree and would appreciate your voluntary participation in the research. The research topic is focused on understanding how *transformation* and *diversity and inclusion* are perceived and experienced by top management at Growthpoint. As a senior manager, you are in an ideal position to give me valuable first-hand information from your own perspective.

The paper based, face-to-face interviews will comprise 10 questions estimated to take between 1-2 hours in the Sandton offices. Your responses to the questions will be kept confidential. Each interview will be assigned a number code to help ensure that personal identifiers are not revealed during the analysis and write up of findings.

There is no compensation for participating in this study and all interview sessions will adhere to research ethical standards. Should you at any point feel that this is not adhered to, you have the right to withdraw participation. Your commitment throughout the process and participation will be a valuable addition to my research and findings could lead to greater organisation understanding of *transformation* and *diversity and inclusion* in Growthpoint.

The final consultancy report will be shared with the business upon completion. You may request a copy of the report prior to publishing. I shall contact you shortly to confirm your willingness to participate and will arrange a convenient time. If you have any questions please do not hesitate to contact me.

Kind Regards
Reabetswe Motshegare

APPENDIX B: PROPOSED INTERVIEW QUESTIONNAIRES

Diversity and Inclusion Questions – Research Proposal

Since this is a semi-structured interview, I will formulate each question as a theme with several sub questions around it, to exhaust each aspect the questions pose.

1. Describe your understanding of 1) *transformation*. and 2) *diversity and inclusion*
2. In your view has transformation (as we traditionally know it) been effective in transforming Growthpoint's top management?

If yes, why:

If no, why:

3. Diversity and Inclusion refers to respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. Following the above, how do you think a diversity and inclusion strategy differs from the traditional one and do you feel it would offer more advantages to Growthpoint, if so, how and why?

If yes, why:

If no, why and what other alternatives would you suggest:

4. In your view, why or why not is it important for Growthpoint's top management to transform or not to transform?

For managers who want to keep traditional transformation methodology

5. If we keep the current transformation methodology, what benefits do you see that it provides Growthpoint with, particularly in terms of sustainable competitive advantage and talent management?

For managers who want to introduce the diversity and inclusion methodology

5. If we introduce the modern diversity and inclusion methodology, what would be the best way of implementing it to avoid falling into the same pitfalls we did with the traditional transformation methodology?
6. In conclusion do you have any other ideas and suggestions on how best to promote diversity and inclusion?

APPENDIX C: CONFIDENTIALITY AND AGREEMENT FORM

CONFIDENTIALITY AND AGREEMENT PARTICIPANT CONSENT FORM

(ONE COPY FOR PARTICIPANT AND THE OTHER COPY TO BE KEPT IN FILE).

How Diversity and Inclusion May Transform South African Commercial Property

Organisations at Top Management Level

Date:

The purpose of this study has been described to me and I freely and voluntarily agree to participate. My questions about the study have been answered. I understand that my identity will not be made known and that I may withdraw from the study without giving a reason at any time.

PARTICIPANT'S NAME:

Participant's signature:

Date:

Should you have any questions regarding this study or wish to report any problems you have experienced related to the study, please contact the researcher or research supervisor:

Researcher's Name: Reabetswe Motshegare

Cell phone number: 0781254550

Email: rmotshegare@growthpoint.co.za

Research Supervisor's Name: Deborah Levy

Cell phone number: 079 491 6232

Email: levydeboraha@gmail.com

APPENDIX D: CONSISTENCY MATRIX

Research Topic: How Diversity and Inclusion May Transform South African Commercial Property Organisations at Top Management Level					
Sub-problem	Literature Review	Research Proposition	Source of data	Type of data	Analysis
To compare and contrast traditional transformation methodologies and contemporary diversity and inclusion methodologies as strategies that will assist Growthpoint transform its senior and executive management, with a focus on the organisation's perceptions and attitude towards the methodologies.	Kazi and Karodia (2013), Dr Marther-Helm (2016), Singh (2012), Alternative Propensity (2015), South African Property Sector Charter (2015), Denton and Vloeberghs (2003), Leonard (2004),	An effective transformation strategy for Growthpoint SA is one that focuses on identification, inclusion, attraction, diversification and retention of key talent at senior levels.	6 in-depth interviews with Growthpoint Senior and Executive Managers.	Transcription of interviews	Lacey and Luff's Thematic/Framework Analysis
	Raghuramapatruni and Kosuri (2017), Dr Mathur-Helm (2016), Shore et al., (2011), Sakar (2015), Horwitz and Jain (2011).	Diversity and Inclusion interventions that transform senior and executive levels would contribute to Growthpoint's competitive advantage.	6 in-depth interviews with Growthpoint Senior and Executive Managers.	Transcription of interviews.	Lacey and Luff's Thematic/Framework Analysis

APPENDIX E

Employee Review Sheet – Succession (APPENDIX E)				
	Name	XXXXXXXX	Original Date of Hire:	XXXXXXXX
	Current Title	XXXX	Job Grade:	
	Identified as Successor for:	XXXX	Department:	XXX
	Succession Timing	XX	Race:	XXX
	Age:	XX	Gender	XXXX
Work History (Past 3 Assignments)				
	Title	Company	Start Date (Year)	End Date (Year)
1.				
2.				
Education History				
	University Name	Degree	Status (complete / in-process)	Major Area(s) of Study
1.				
2.				
3.				
Performance History				
2014:		2015:	2016:	
0		0	0	
Career Interests				
Short Term (1-2 Years)		Long Term (3+ Years)		
1.		1.		
2.		2.		
Characteristics of Leadership Performance				
Strengths		Areas of Development		
1.		1.		
2.		2.		
Development Planning – Needs and Actions				
Development Needs and Actions				
1.		1.		
2.		2.		
3.		3.		
Mentoring				
Does this employee have a "formal" Mentor?		If yes, name of Mentor		

APPENDIX F - Employee Enhancement

