RESEARCH REPORT 2022

daVinci

BUSINESS SCHOOL
co-creating realities

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BUSINESS SCHOOL
co-creating realities

PURPOSE

To strengthen the growth of agile, aligned and engaged managerial leaders, who co-create innovative eco-systems.

DREAM

We dream of Influencing the co-creation of humane sustainable societies.

BRAND PROMISE

Co-creating realities

POSTGRADUATE RESEARCH PHILOSOPHY AT THE DAVINCI INSTITUTE

Outside of the contribution towards knowledge, postgraduate research at The DaVinci Institute primarily aims at resolving work-based challenges and contributing to the professional development of managers and leaders who will be able to conduct transdisciplinary research that will produce innovative and cutting-edge management solutions to business-related challenges faced at national and/or international levels that offer a return on investment at both a social and economic level. In essence, the research development agenda at DaVinci serves to enable management and leadership professionals to realise their true potential by:

◎ Developing research acumen that would enable students to contribute applicable knowledge in their field of study and derive practicable solutions to the challenges they face;

◎ Acquiring expertise and critical knowledge in an area at the forefront of the field, discipline or practice and the ability to conceptualise new research initiatives, and create new knowledge or practice;

◎ Developing new methods, techniques, processes, systems, or technologies in original, creative and innovative ways appropriate to specialised and complex contexts;

◎ Identifying, addressing, and managing emerging ethical issues and to advance processes of ethical decision making, including monitoring and evaluation of the consequences of these decisions where appropriate;

◎ Producing substantial, independent, in-depth, and publishable work which meets international standards, is considered new or innovative by peers, and makes a significant contribution to the discipline, field, or practice; and

◎ Acquiring competence to design systems and develop technology and innovation-related activities to meet transformational imperatives and targets.

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FOREWORD: CEO

We are pleased to present The Institute's Annual Research Report, outlining the output during the past year. Notwithstanding the Covid-19 pandemic, we have made good progress in putting our Strategic Research Plan 2021-2025 into effect. As you will note, we continue to expand our research contributions within the field of management of technology, innovation, people and systemic thinking. Through this report we provide an overview of published research during the past year so that everyone can share our knowledge. We are proud of our researchers who apply new knowledge across a wide range of industries and government sectors to drive national economic growth, socio-economic development, policy-making and governance. As a result, a great deal of our research is closely aligned to the National Development Plan 2030 and the need to accelerate an Africa-centric approach to moving towards sustainable development in Africa and achieving Agenda 2063 and the associated United Nations Sustainable Development Goals (SDGs).

Our institutional practice, values research and provides a supportive context for research productivity. Spread over the year we offered two publishing webinars to assist postgraduate students and faculty, dealing with various related aspects. In addition, hereto, we also provided six capacity development workshops to strengthen scholarly activities amongst students and staff. Targeting our students, faculty and supervisors, we hosted four deepening the discourse discussions. Developing early career researchers, we offered two different preparatory workshops. A total of seven research seminars were offered to our postgraduate cohorts, researchers and other scholars in the DaVinci network. Supervisors participated in four different supervisor forums spread over the year. Our monthly Curiosita sessions were also well attended, with invitations extended to all DaVinci students, staff, alumni, industry associates and/or partners to deconstruct, in a cooperative manner, the challenges and opportunities provided by the increased complexities in the 5th Industrial Revolution. In conjunction with the South African Business Schools

Association (SABSA) we hosted an online series of seminars aimed at supervisors and examiners to Master's and Doctoral studies spread over three days, chaired by Professor Klopper and Professors Anderson and Klopper and Dr du Plooy-Cilliers were also facilitators for the seminar. Attendance varied between a hundred and sixty-four to a hundred and ninety-three supervisors/examiners from all twenty three Business Schools in South Africa, in addition to a few international academics from neighbouring African countries. We also congratulate both Dr Heather Goode and Dr Catherina Opperman who obtained their Doctoral degrees during the course of the year. Many other staff members are also currently making good progress in furthering their studies.

At The Institute we believe research is critical to the wellbeing of society. It is what drives advancement and development. It informs understanding of ourselves as individuals, as communities, as countries and indeed as part of the global community. In strengthening our research focus in the years to come, we have created a distinctive research ecosystem establishing our unique position within the national, continental and global research community. Our research agenda is informed by our citizenship principles where we advocate using our institution's collective skills to create positive and lasting change towards a better Africa. At The Institute, the drive is towards increased cooperative engagement between researchers, as well as with partners, to ensure the research we conduct has real world context. The Institute is developing fundamental, strategic and applied research expertise in focused areas that are related to and inform the courses of study offered, not only advancing knowledge but with the potential to lead to international research collaborations and contribute to African society. To address the real-world issues in Africa today, research has to be tackled from multiple perspectives. In this regard good progress was made with the establishment of a research centre in African Trade, Finance and Development to launch early in 2022, to focus research initiatives, driving international research in Africa and the world, while ensuring appropriate alignment and integration of disciplines. We are also dedicated to establishing strategic partnerships with a variety of public and private entities to support research that addresses increasingly dynamic leadership needs. One

such example is a Sports Coaching Lab to be launched early in 2022.

By integrating our research into the teaching practice at The Institute, scholarship is a fundamental component of the academic curriculum, used to inspire and inform our students.

The Institute has excelled in its involvement and engagement with the research community and other universities, not only in South Africa but also around the globe. These communities continue to be a foundation for research inspiration. To this end, several academic staff served on different editorial boards, professional bodies and acted as external examiners to other universities. The series of four proposal development workshops were offered four times during 2021 to new Master's and Doctoral cohorts that joined The Institute. In strengthening the proposal writing process, the series was extended to six workshops at the end of 2021. Significant investments in administration and IT were made to better facilitate the support given to research active students. The creation of a more flexible rolling calendar on the Postgraduate Diploma in Business Leadership, The Master of Management in Technology and Innovation and the Master of Business Leadership, as well as streamlined submission and feedback platform for proposals and chapters at Master's and Doctoral level are some examples. Finally, I want to acknowledge the extraordinary efforts made by all our students, staff members, faculty and alumni. Our services and support to all research active students and faculty, have depended in full measure on their resourcefulness, flexibility and engagement over the past year.

The above are some highlights of a few key elements in meeting our goals of being more agile, aligned and engaged founded on the TIPS Managerial Leadership Framework to support innovation and continuous improvement. To learn more about the impactful research and scholarly achievements realised at The Institute, we invite you to visit our research website.

Professor HB Klopper
CEO

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MESSAGE FROM PROGRAMME MANAGER
POSTGRADUATE RESEARCH

To establish a sustainable balance and relevance in a fundamentally fragmented, turbulent, uncertain and ambiguous world, enterprises have no choice but to engage in practices and behaviours that demonstrate fresh thinking and insights for living in harmony with nature. institutions (HEIs) should ride on the wave of technology and analytics-based insights to enhance the well-being of the communities in which they are rooted (Deloitte Development LLC, 2021). With a grounding in Africa, we must re-imagine the future as we approach 5IR with humanism, holism, and relationism as central principles that embrace the dignity of all individuals and aspire to protect the environment as our prized inheritance. We must assume responsibility and accountability for the diverse resources entrusted to us.

Aligned to the rapid changes and emerging technologies, the DaVinci Business School has seen a transformation of teaching and learning methodologies, media, modes, research supervision and assessment, and spaces that connect our communities. Our academics have made significant shifts in their approaches and facilitation of learning and research. We are increasingly connecting and engaging with our business community and alumni to give attention to current trends and megatrends that challenge them and create new opportunities. We strive to make your learning journey an exciting and meaningful one.

We are particularly proud of our systems thinking approach in all engagements. We are mindful that an ecosystemic approach provides opportunities for multiple stakeholders and partners to join us in sharing best practices and lessons learnt that help reshape our enterprises and environments for the benefit of our communities and society. From a 5IR perspective, we should all consider how we would integrate both the algorithmic and androrythmic dimensions, related to the megatrends, into our lives, to create a dance between AI and humans that would be enriching and influence society for time to come.

Professor Paul Singh
Head of Programme: Postgraduate Research:
The DaVinci Institute

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RESEARCH AND POSTGRADUATE OFFICE

PROF PAUL SINGH
Head of Programme:
Postgraduate Research

MR RAYMOND TOGA
Programme Convener
(Doctoral)

MRS NIRADNA BECHOO
Programme Convener
(Masters' & PGDip)

04

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 10

BURGER, Ronél

Thesis: Assessing leadership characteristics and styles of heads in private schools in South Africa

Abstract: This research was aimed at identifying commonalities in characteristics and styles of successful leaders to guide employers in identifying individuals with the best potential for success. The challenge has been to find people who could be appointed as heads to take on the exacting task of making private schools successful, where they are required to succeed educationally and create thriving, profitable business entities. Making the wrong choice of a head is costly to employers and to the community served by the schools. The study followed a qualitative research design, using a subjective relativist perspective and a grounded theory data analysis approach. Nine successful heads provided primary, new data, to determine if common characteristics and traits could be identified. Data was generated by each candidate completing a questionnaire and two psychometric tests to isolate characteristics and traits according to the Head, Heart and Hands framework used to structure the data. The unique contribution the study makes is that the Heart emerged as the leading underlying common motivation of successful heads of private schools, evidenced by an overwhelming response showing that learners' wellbeing and genuine care for them is the key motivator of successful heads. Strong positivity and excitement permeated their demeanour, and during a crisis, they were intuitive and relied on instinctive action underpinned by feelings (Heart). Future research projects can seek to develop a precise and concise assessment tool underpinned by the findings in this study.

Supervisor: Dr S. Lloyd

SEPTEMBER, Cornelia Carol

Thesis: Public funding of the college sector: a social-return-on-investment in higher education in South Africa

Abstract: The study investigated the increase in funding provided to the TVET sector colleges in South Africa. It questions whether a social-return-on-investment has been realised upon the financial allocation provided by the government. With the increased scarcity of public resources, the need to measure the social value of finances allocated to the TVET sector has become necessary. The study followed a qualitative research design, used the grounded theory data analysis approach, with the research problem looked at from a Marxist philosophy perspective of knowledge construction. Most of the participants were stakeholders with a close relationship with the TVET sector. The findings led to a broader understanding of a return-on-investment measurement in the TVET sector. It was confirmed that a socialreturn-on-investment has not gained sufficient attention locally in South Africa and in internationally. The unique contribution to the study was the inclusion of a social dimension to return-on-investment measurement that has the potential to produce the social values from investment in the public college sector. Education is a significant contributor to the economy and has a social value that must be harnessed. A socialreturn-on-investment framework was developed. Government can recognise better social value of their contributions to the public colleges and show justification of expenditure. A further contribution towards the public colleges is a method that can drive the dialogue between different stakeholders to assess whether the current college programmes address the current and future needs of this country.

Supervisor: Prof. P. Singh
Co-Supervisor: Dr S. Lloyd

MHANGWANI, Ntombizodwa

Thesis: A leadership framework for implementing fundamental change during the fourth industrial revolution (4IR) at a local subsidiary of a multinational consulting organisation

Abstract: At Accenture South Africa (ASA), the candidate has been directly confronted with the unique leadership challenges of the fourth industrial revolution (4IR). This motivated her to develop a leadership framework for implementing fundamental change during the fourth industrial revolution. During her research, the candidate conducted a literature review to develop a theoretical leadership framework for the 4IR. She then validated this framework by means of qualitative empirical research at ASA, serving as a laboratory for the validation process. In the next phase, the study illustrated by means of quantitative empirical research, how compliance levels to this leadership framework could be measured and enhanced by a change management plan that would facilitate fundamental change in organisations in the 4IR. In this way, the study also provided a methodology for the generalisation of a leadership framework during the 4IR. This study provides a theoretical framework for leadership in the 4IR and an empirical methodology for the validation of such a framework. It also provides an empirical research methodology for developing a plan for implementing fundamental change, to meet the leadership challenges of the 4IR. In this way her study makes a significant contribution towards developing a generalised leadership model for the 4IR.

Supervisor: Dr G. Thaver
Co-Supervisor: Dr N. Rall

MWALE, Bongani June

Thesis: The success of business incubation support amongst small, medium and micro-enterprises in the South African tourism sector.

Abstract: Business incubators provide specialised training and mentorship support to upcoming small, micro to medium enterprises. This study is motivated by the fact that most of the South African tourism SMMEs dismally fail after their inception regardless of receiving incubation mentorship. It seeks to generate both academic and policy knowledge that close the gap concerning available support and high failure rates of tourism SMMEs in South Africa, hence creating new literature hitherto. Therefore, the major study objectives were to determine and examine the perceived effectiveness and significance of business incubation services in tourism on SMMEs turnover. This entailed a quantitative critique of the strategies that could optimally support the effective and efficient financial and operational growth of SMMEs within the tourism sector. A random sampling procedure of 103 participants using questionnaires for data collection was used in the study. Subsequently, the Cronbach's alpha and Keiser-Meyer-Olkin techniques were used, concluding that the study was structurally valid and reliable. The study used paired-samples t-tests, principal component analysis, frequencies, exploratory factor analysis, and descriptive statistical techniques to test hypotheses whether the key business incubation success factors have a good or bad influence on tourism SMMEs success at a 5% significance level. The empirical results showed that the participants (SMMEs Business Owners and Managers) expected all examined business incubation support or interventions from government to significantly enhance their SMMEs business turnover within the tourism sector, hence it resulted in the formulation of a new innovative sustainable incubation model.

Supervisor: Dr B. Nyamkure

NKABINDE, Nompumelelo Yollyn

Thesis: Designing a framework to improve the effectiveness of human resources in organisations

Abstract: This study provides insights into the over 30 years evolution of the HR discipline paying attention into how this evolution has been firmly anchored around organisational needs. The study also brings to the fore a broader, macro perspective and context which demonstrates the need not to perceive HR as an isolated function, but rather as part of the organisational ecosystem, as well as macro issues, such as globalisation, digitalisation, cultures and organisational strategy. This study therefore responds to a need for an investigation into the role that HR plays in organisational performance, given the dynamic context within which organisations operate. The key contributions of the study to the body of knowledge are as follows:

1. It provides a more holistic and integrated framework that aligns HR with the organisational strategic objectives

2. It consolidates and supplements the research efforts previously done in this field into a multipronged approach that both leadership and the HR fraternity can use to influence organisational performance.

3. It places HR, the custodians of the organisation's most important assets, people, at the centre-stage of organisational agenda and thus opens further exploration to create the frameworks and necessary mind shifts to bring this about.

Supervisor: Dr P. Pampallis

NKOANA, David

Thesis: Towards the creation of a learning organisation in a South African parastatal: an exploratory study

Abstract: The thesis tackles a very important topic of how South African Parastatals can work towards developing the knowledge, skills and required work dispositions of their employees who now, more than ever, in the fast paced world of technological advancements and globalisation, need to communicate effectively amongst themselves as well as with the international businesses that South Africa interacts with. This new world calls for a workforce that must be agile and multi skilled in all facets of business. Learning and development can no longer handle the task of developing such a progressively diverse workforce alone. The whole organisation must begin to view itself as a learning organisation and must find ways in which a new learning culture, supported by various learning theories must now emerge and must be supported by all the managerial structures of the organisation. The study developed a framework referred to as Comprehensive Integrated Continuous Learning Organisation (CICLO) which enables employees within an organisation to continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured; where collective aspiration is set free and where people are continually learning how to learn together using all learning platforms available. The study makes a significant contribution to learning theories that encourage self-determination as well as peer to peer learning in a safe and nurturing environment.

Supervisor: Dr L. Chipunza

RAMPAI, Tadi Daniel

Thesis: The role of the integrity commissioner: a systems approach in the City of Johannesburg Metropolitan Municipality

Abstract: The study highlights the combined effectiveness of the council in The City of Johannesburg Metropolitan Municipality in fulfilling its governance role, the impact of the regulatory environment in guiding councillors in their conduct and the role of the Integrity Commissioner in managing the conduct of councillors. The study underlines the value of going outside the real world to explore the mysteries beyond our borders. Reviewing the body of evidence, the study's synthesis is a clear invitation to all relevant actors in local government in South Africa and Africa to join forces, collaborate, remove political boundaries and work in integrated ways for the benefit of communities. This challenge is still urgent in South Africa. With South Africa at a crossroads, the impact of the study on local government, and its long-term benefits are beyond dispute.

Supervisor: Prof. P. Singh

SCHEEPERS, Christo Abraham

Thesis: Creating an entrepreneurship framework to stimulate employment creation in the South African Healthcare industry

Abstract: The Allied Healthcare sector is a segment of the South African Healthcare industry that is largely excluded from the mainstream public healthcare system. Complementary healthcare professionals in the sector must rely on self-employment opportunities against the backdrop off external factors that have been negatively impacting their practices leading to their exit from the sector and a steady decline in professional registrations. The study followed an exploratory research design that initiated a dominantly qualitative sequential mixedmethod approach through a grounded theory mode of enquiry within a pragmatist philosophical paradigm. Qualitative interviews inspired quantitative questionnaires to test the responses on a larger scale within the entire Allied Healthcare sector. The findings reveal that complementary healthcare professionals perceive themselves to be entrepreneurial in nature, but it was established that their view of entrepreneurship is mainly focused on business ownership and self-employment while excluding the foremost criteria of entrepreneurship, namely creativity and innovation. The conclusion is made that the Allied Healthcare sector has the potential to be financially viable but has to move away from a niche strategy directed at the minority of the population to a differentiation strategy aimed at the entire population. Recommendations are made to practically address the business challenges in the industry while integrating complementary healthcare with conventional healthcare through transparent explanation of treatment protocols and the understanding of holistic science within a biomedical model. An entrepreneurship framework culminated to stimulate employment creation by retaining complementary healthcare professionals in the sector while providing an integration strategy into the public healthcare system.

Supervisor: Prof. M.D. Herholdt

WILLIAMS, Gizelle Cindy

Thesis: A conceptual framework for developing leadership capability within organisations in the digital era

Abstract: The question the study had to answer is 'what is an appropriate conceptual framework for developing leadership capability within organisations in the digital era?' Following an abductive research methodology, the study created a conceptual framework to test in a practical environment. Based on the findings a new, improved framework is proposed. The study hereby offers a plausible or predictable explanation to the question of how leaders need to develop for the challenges of the digital era. The study contributes to continuous learning in the leadership space and highlights the dual need for inside-out leadership (self-awareness, authenticity, probing of the unconscious mind, knowing yourself, your traits, values, energy, purpose, motives, intention and mental models). Secondly, the development of capabilities that enable the leader to navigate the ever-changing digital world: being a catalyst for change, ethical, transformational, resilient, agile, collaborative, flexible, creative, curious, a critical thinker, connected, conscious, empathic and a design thinker.

Supervisor: Dr G. Janse van Rensburg

ABU JABER, Mayyada Haider Hanna
Thesis: Emancipating women in Jordan via an integral framework for a regenerative ecofeminist economy: the case of economic and societal renewal in Southern Shouneh.

Abstract: The thesis adopted a postconventional research approach called integral research. It employed the relational path of integral research to investigate the diverse/multi-strata of social and economic injustices women are facing as a result of a patriarchal-neopatriarchal system in Jordan. This work is firmly grounded in nature and community is a vital foundation for the researcher's main interest in creating an ecofeminist economy in Jordan. Abu-Jaber narrated her research using the analogy of the desert rose beginning with her lost identity and growing into an activist, who faced multiple injustices as a woman. She saw a connection between the degradation of nature and the subjugation of women. The research used feminist critique to balance the power in the learning circles (Feminist Integral Centre for Research and Innovation (FICRI)/ thought circles) in the Southern Shouneh community of Jordan, engaging critical stakeholders, including parliamentarians, tribal and religious leaders, community heads, fathers, husbands, brothers, and women to crystallise a feminist system. Along with her community, the researcher revived the Arab culture that once protected nature and valued women. These rounds of FICRI circles led to the co-creation of the Integral Framework for a Regenerative Ecofeminist Economy (IFREE), which became a model for tangible outcomes. Impact includes the protection of the historical and environmental wealth as sustainable economic providers; education and vocational skill acquisition for women; the revival of cultural memory of the roles of women in building the community; and the creation of the FICRI to drive policy reforms over the years to come – demonstrating therewith also the determination and commitment of the researcher to actively and collaboratively evolve the ecofeminist economy in the future, for the benefit of Jordan and the Arab region.

Supervisor: Prof. A. Schieffer
Co-Supervisor: Prof. R. Lessem

BUTROS, Raghda A.J.
Thesis: Qafilat al-Hikma wal Taharur: integral wisdom for embodied healing and collective regeneration in Bilad as-Sham.

Abstract: This study contributes to the field of decolonisation from the specific geographies of Bilad alSham (the Arab Levant), surfacing previously invisible experiences, and human and intellectual connections. It also moves beyond the postcolonial discourse into what has been termed the reconfigured geopolitics of hope engendered by the Arab revolutionary uprisings of the early 2010s. This research-to-innovation takes the idea of reconfigured geopolitics of hope and puts it into conceptual innovation and innovative praxis. It is an invitation to the people of Bilad al-Sham and of the world to bring revolutionary impulses into daily consciousness and daily practice, and to walk the lands in search of the hope that kindles and rekindles the search for unique and rooted forms of emancipation. The research is based on an integral journey that the researcher undertook over a period of four years across the land, named Halaqaat al-Wujoud (circles of being). The Halaqaat process was the action research methodology through which Qafilat al-Hikma wal Taharur (caravan of wisdom and liberation) emerged as the collective new offering to the field of decolonisation anchored by a newly coined feminism of the soil and soul.

Qafilat al-Hikma wal Taharur is an invocation towards collectivity with a view to healing through embodied practice. It is an invitation to reimagine possibilities beyond geopolitical boundaries and boundaried minds. The research reveals new possibilities and choices, illuminates sources of knowledge wisdom and healing coming from the land, activates daily social practices that build resilience and solidarity, and boldly questions limiting belief systems to unleash regenerative processes to bolster healthy pluralistic societal interdependence. The research is institutionalised through multi-locational land-based initiatives across Bilad il-Sham and Egypt. These spaces create room for communion, healing, and learning/unlearning, host researchers for and with the land, and partner with philosophically aligned transformation agents towards societal regeneration.

Supervisor: Prof. A. Schieffer
Co-Supervisor: Prof. R. Lessem

KAZEEM-ABIMBOLA, Sherifat Olanrewaju
Thesis: African integral communipreneuship education: a transformative educational initiative for and with communipreneurs and entrepreneurs in Ajeaunle, Nigeria

Abstract: This research journey was aimed to co-create sustainable enterprises through a perspectiveshifting, transformative value-based integral education for SMEs that balances western/exogenous ideas of business management with indigenous cultural economic values to expand the possibilities of the local SMEs entitled the African Integral Communipreneurship Education (AICE), in the Ajegunle community in Lagos, Nigeria. Communipreneurship is about enterprises that aim to grow community wealth instead of maximising personal profit. AICE (read: "I see") sought to redefine African cultural and traditional economic values in the light of modernity to transform the understanding of how businesses in the informal economy could and should be run from an integral perspective, in an authentic African way, whilst alleviating the conditions of these communipreneurs and transforming their behaviour. The researcher undertook a postconventional research approach called integral research in which she narrated her childhood growing up in a dysfunctional family which resulted in her delving into (a struggling) business to support her mother's efforts to sustain the family. Furthermore, her work as an employee in the Bank of Industry of Nigeria led her to realise that her personal and enterprise case was not unique but an experience of many informal SMEs. The researcher applied hermeneutics as research methodology to uncover assumptions that limit informal entrepreneurs such as the imbalance of power and the construction of what is now known as the informal economy from the colonial interactions with African communities and the negative mental paradigms limiting the capacities of informal businesses by keeping them focused on daily survival instead of long-term wealth generation. Critical theory was used to critique and co-create the AICE framework which then became fully actualised via a cooperative inquiry process along with communipreneurs and stakeholders in Ajegunle. The impact of the research on the communipeneurs included a reconstruction of the indigenous economic concepts of omoluabi and imuahia that re-anchored and improved the communipreneurs' economic behaviour and outlook toward enterprise and co-creating funding within the group, as well as the overall wellbeing for the community as a whole.

Supervisor: Prof. A. Schieffer
Co-Supervisor: Prof. R. Lessem

MUTYANDA, Muvengwa Wellington

Thesis: A Framework for a community-based approach to integral social-technical development in Africa: a case study of Chivtu village, Zimbabwe

Abstract: The researcher committed himself, by way of this study with a view to social innovation, to the regeneration of the Chivhu community from which he originates. Uniquely, as such the study drew on technology, innovation, people, and systems, indigenously and exogenously, whereby the Wungano circles created amongst the people, drew on the positive features of their Unhu/Ubuntu laden Shona culture, as an overarching system, via integral socio-technical development (ISTD), with a view to social Innovation, mediated by Weph and Chivhu. The study engaged in a transformation journey towards an integral enterprise, and has become engaged in community building at Chivhu, in the conscious evolution of Weph itself, knowledge creation through ISTD, and the sustainable development of Weph and Chivhu in reciprocal combination. This has ultimately been enabled by the study engaging on a research path of renewal, through narrative origination, interpretive foundation, critical emancipation, and cooperative transformation. Specifically, with regard to his means of data collection, the researcher has gathered relevant experiences of community development from Chivhu, coevolved these imaginatively, build up a coherent set of ISTD theories thereafter, and applied these to ongoing communal learning. In the process, finally, the study played a seminal part in building up a communiversity. In the process, the research trajectory reveals evidence of social-technical development and transformation of cultural belief systems and thinking philosophies of the community, all contributing to community renewal and sustainable livelihoods.

Supervisor: Prof. R. Lessem
Co-Supervisors: Prof. A. Schieffer & Prof. M. Mawere

NEL, Johan Christiaan

Thesis: Performance-based remuneration systems: exploring the economic value to industry

Abstract: The research explored the economic value added by performance-based remuneration systems to profit-based companies with specific emphasis on shareholder value proposition versus employee value proposition and the impact thereof on the performance of profit-based companies. The researcher, through the development of an integrated performance-based remuneration system framework, addresses the constant conflict between shareholders/investors and employees, more specifically executive management, to ensure a fair and equitable distributions ratio of the free cash flow to ensure a sound shareholder value proposition and employee value proposition. Ethical behaviour and integrity are at the core of the implementation of the integrated performance-based remuneration system framework which is achieved through a triangular relationship between the board of directors, the remuneration committee and the company executives to ensure that any awarding of fixed remuneration and incentives are aligned to the achievement of the set strategic objectives and targets as indicated in the company strategy. The main aim of the research was to derive meta-insights into how performance-based remuneration systems add economic value to profitbased companies and at the same time ensure fair and equitable distribution of free cash flow between the executives and the shareholders/investors. The researcher has already implemented the integrated performance-based remuneration system framework in the design and implementation of the total rewards strategy and policy of several client organisations and thereby ensuring that integrity and ethical behaviour are embedded in the decision-making processes regarding remuneration whilst maintaining sound business principles.

Supervisor: Dr R. Viljoen
Co-Supervisor: Dr M. Bussin

PILLAY, Rajaspree

Thesis: Towards achieving green economic empowerment through the inclusion of waste reclaimers in South Africa: a case study within the Ekurhuleni municipality

Abstract: There is no doubt that this research will have an impact on municipalities both within South Africa and internationally. This research highlighted the looming landfill crisis that is about to unfold within the Ekurhuleni municipality attributed to the failure of the municipality to align itself with waste minimisation practices. Through the application of a mixed method approach, this study has demonstrated that an ecological disaster can be averted if recycling within the municipality occurs. The researcher has demonstrated her passion for social inclusion and transformation in South Africa. She demonstrated through a critical realist paradigm that informal reclaimers are the key enablers to waste minimisation, a green environment and economic empowerment. This is particularly important in a country such as South Africa where a waste crisis is imminent and unemployment rates are at a record high. This research will have major influence on how we view the waste hierarchy, and the circular economy. In addition, this research transforms our views on social inclusion of waste reclaimers within the waste hierarchy and its impact on the environment and economic empowerment.

Supervisor: Dr A. Parker

SHEBI, Esther

Thesis: Integral fertility as a holistic approach to women empowerment and social transformation in and for Africa: a case study of Tudun-Wada community in Jos, Northern, Nigeria

Abstract: This research-to-innovation thesis develops the theory and practice of integral fertility as a holistic approach to women empowerment and social transformation in and for Africa. As an emancipatory case study, it focusses locally on the Tudun-Wada community in Jos, Northern Nigeria, and actively includes the organisational context of the researcher. The passion for this study stemmed from the researcher's observation of the plight of women generally, but specifically of women facing fertility challenges in her community and being restricted, marginalised and oppressed by a narrow concept of fertility reduced to childbearing. The main purpose of this study was to deconstruct such a narrow concept of biological fertility and reconstruct it, in emancipatory and liberatory guise, towards a more encompassing concept called 'integral fertility'. The integral worlds research model, a holistic approach and framework, was adapted. In combining the eastern and southern paths of integral research, hermeneutics/ African hermeneutics and feminism/African feminism theory were applied as research methodology and research critique respectively. Findings confirmed that women generally, but specifically women with fertility challenges, faced dehumanising treatment in society. This was plotted and shaped by devaluing perceptions of women in society as procreating objects, permissible by culture and traditions. It was equally discovered and demonstrated that women are capable of co-creating innovative ways of changing their narratives when empowered – socially, spiritually, intellectually and economically – irrespective of their biological fertility status. The impact of this study was reflected in: improved interpersonal relationships and strengthened social fabric among women, their organisations and community (social fertility); open and innovative mindsets cultivated towards diverse traditions and cultures (spiritual fertility); new knowledge acquired and biases broken by fusing together indigenous and exogenous knowledge fields (intellectual fertility); and economic empowerment through conscious awakening to collaborative engagement in innovative ways to change women's narratives. Based on findings and impact, the researcher recommends the concept of fertility to be redefined, and awareness regarding the plight of women to be focused on integral fertility encompassing all perspectives of human existence. Similarly, cultural/ traditional and religious beliefs plotted, shaped and permissible by the society to oppress women are to be challenged and reconstructed. To ensure sustainability and continuity of this research-to-innovation of integral fertility, a new emancipatory concept of African female theory of integral healing (AFTIH) was co-created, as well as an African Centre for Integral Healing and Community Transformation (ACIHCT), as an enterprise-in-community, institutionalised to facilitate a continuous evolutionary process of integral healing of women and of the community towards collective healing of attitudinal and behavioural patterns, and to strengthen collaboration towards innovative enterprises-incommunity for integral healing and transformation.

Supervisor: Prof. A. Schieffer
Co-Supervisor: Prof. R. Lessem

ZONGOLOLO, Smart

Thesis: Communiversity: An innovation ecosystem approach to economic development for Zimbabwe

Abstract: In this thesis the candidate explored communiversity as an innovation ecosystem for economic development, inspired by the motivation towards closing the gaps that exist between communities, academic and corporate worlds thereby leading to uplifting the natural, cultural, technological, and economic development of societies, through a newly developmental form of African economy. Through his own transformation journey, from call to context, co-creation and contribution, on the one research hand, following the path of renewal, and on community activation, awakening integral consciousness, innovation driven institutionalised research and embodying integral development, on the other, this research was used to bring such a communiversity to initial life, together with others leading to the co-creation of Kooperative of Integral Developmental Economics in Africa (KO-IDEA) with its prospective unique GENE products aimed at driving socio-economic development. At the heart of this research and standing on the shoulders of a "Mode 2" university, such as The DaVinci Institute, the candidate explored decoloniality and gave a glimpse of the "future university" through the proposed journey into the mastery of a unique MPhil in transformation studies set in the communiversity guise in Zimbabwe. Inspired by nature, the candidate also co-created STOCK, UNHU Learning tree, Muuyu (baobab) and grafting models for upliftment of learning communities. Further the research encourages a blend of indigenous and exogenous knowledge systems in knowledge generation, application and storage.

Supervisor: Prof. R. Lessem
Co-Supervisor: Prof. A. Schieffer

05

EXTRACTS FROM THE MESSAGE OF THE STUDENT REPRESENTATIVE COUNCIL (SRC) PRESIDENT TO THE 2021 GRADUATES: MS SIDDIAH MUTHEE

Dear Graduates

Congratulations and well done on successfully completing your qualifications, you are now amongst a privileged few, more so in the South African context, but this does not mean we do not acknowledge that for most, it's been a hard-won journey. Despite preparation, one is never quite ready for the challenges of working and studying coupled with the challenges of adult learning, so once again, congratulations and well done.

You are now in the post qualification phase, most probably appreciating your achievement and taking a much-deserved rest, as recovery is vital. When this phase has passed, there is a question you will have to contend with if you have not already. 'What is next'? Something or nothing? Most likely what comes to mind when you read this, is the question of undertaking further studies, and this may prompt a determined 'No!, Not now, Hmm maybe! Yes, Or I don't know amongst other responses. Whatever the answer to the What is next' question, it does not have to be monumental like undertaking further studies, although the DaVinci Institute looks forward to hosting you when you decide to further your studies. However, you have changed, do not settle back into your life, with your qualification certificate as the only proof that you studied, that you persevered and that you changed. You have increased your skill set, now what?

A high-level desktop research yielded the following varied questions, answers, approaches, and possible actions to this vast question:

1. Are you being self-directed, have you set some goals in any sphere of your life now that you have regained space and time and gained capacity and capability?
2. You now know for sure how you learn and work best, does this require making changes in future learning and work endeavours?
3. Revisit what you learned, what is that one or several learnings that has resonated with you personally or professionally?
4. Are you or will you create opportunities for practice, that is, are you putting to practice any of the tangible and/or intangible learning that you gained, to achieve real world benefits and relevance? Remember, application and practice make perfect.
5. Are you questioning, allowing for flexibility, uncertainty, smoke, a lack of answers and questions for answers, etc.?

6. What interests you now as result of having studied and will you pursue them?
7. To graduate, you focused on long term benefits not short-term obstacles, has this changed you, what is the tangible or intangible result?
8. What general, personal, and professional obstacles did you overcome to attain your qualification?
9. Work, life balance was severely affected in the process of attaining your qualification, what should it be going forward?
10. Stress is inevitable when the time resource is stretched, what did you change or wish you would have changed with regards to how you manage stress?
11. You have succeeded where others may fail, how did you motivate yourself and how can this be carried into your future?
12. What habits will you maintain, and which ones will you discard?
13. How confident are you as a graduate in yourself and your abilities in the different spheres of your life?
14. Have you reviewed your digital presence, what kind of digital citizen are you now, post qualification?

Yours in Remarkability
Ms Siddiah Muthee,
SRC President

06

2022 MESSAGE FROM AN ALUMNI REPRESENTTAIVE: DR NKHANGWE MASINDI

As a proud DaVincian, I want to encourage you to keep pushing forward and pursuing your dreams. The road to a PhD is challenging but is also one of the most rewarding journeys you can take. It is important to highlight that, during your time in the programme, you had the opportunity to develop your critical thinking skills, expand your knowledge, and become an expert in your field. You worked with brilliant minds and engaged in ground-breaking research that can make a real difference in the world. However, there would have been moments of doubt, frustration, and even failure. You may have felt overwhelmed by the workload, unsure of your research direction, or even questioned whether you had what it takes to complete the programme, but I want to remind you that these moments are a natural part of a doctoral journey. It is how you responded to these that ultimately determine your success.

I also would like to remind you that you were not alone in the journey. You had the support of your advisors, mentors, and peers, who had all been through the same process. I encourage you to keep connected to these invaluable resources and the institution as you venture into the world. Do not be afraid to ask for their assistance or guidance when you need it. I also advise you to take care of yourself, physically, mentally, and emotionally as you balance your work and personal life. This is crucial to staying motivated and focused.

In conclusion, I urge you never to forget why you started the journey in the first instance. You had a passion for your field of study and a desire to contribute to it. I encourage you to hold on to that passion and let it drive you to push through challenges and reach your goals.

I wish you the best of luck on your journey, embrace the challenges, stay motivated, and keep pushing forward. The world needs your brilliance, and I have no doubt you will make a lasting impact.

Welcome to the DaVinci Alumni.

#co-create
Dr Nkhangwe Masindi,
Alumni Representative

07

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 9

DE KLERK, Edward William
Dissertation: Co-determination through an inclusive transformation process within the South African Typographical Union in collaboration with the printing sector: a case study
Supervisor: Dr R. Viljoen

SEBILOANE, David
Dissertation: Managing cross-border project teams: the case of Transnet SOC Ltd and Eswatini Railways
Supervisor: Dr R. Viljoen

HENNICKS, Bradley Alexander
Dissertation: Evaluating the effectiveness of customer service in the learning function of human resources to achieve excellence at a public utility
Supervisor: Prof P. Naidoo

LEWIES, Anneline
Dissertation: Transformation of elite women sports coaches within South African netball
Supervisor: Dr H. Morris-Eyton

AMOD, Muhammadh Shuayb
Dissertation: Challenges of start-up businesses in the South African construction industry: a study of the Johannesburg and Cape Town market
Supervisor: Dr NK Marutlulle

ANDREWS, David Thomas
Dissertation: A project life cycle model application for Eskom projects
Supervisor: Dr A Pienaar

DU PREEZ, Janet Ann CUM LAUDE
Dissertation: A sense-making framework to improve stakeholder engagement in the context of wicked problems
Supervisor: Dr P du Toit

JANSE VAN RENSBURG, Gerfina Johanna Rossouw
Dissertation: Pressure groups in a pluralist democracy: the prima inter pares in policy formulation
Supervisor: Prof. B Anderson

KEKANA, Rakgadi Maria
Dissertation: Exploration of strategies for effective control of public funds at the Limpopo Provincial Treasury
Supervisor: Dr S Lloyd

NOTUNUNU, Nolwazi Mildred
Dissertation: Exploring the critical success factors for implementing an effective strategy at the South African Institute of Chartered Accountants in Gauteng
Supervisor: Prof. P Singh

TLOUBATLA, Sendeline Tsheiso
Dissertation: Assessing the economic contributions of stokvels on the livelihoods of their members in Soweto-Gauteng
Supervisor: Dr. C. Harmse

SILCOCK, David Michael CUM LAUDE
Dissertation: A study on the organisational culture of two cross-geographical offices within a multinational organisation: lessons learnt from INVESTEC Bank PLC
Supervisor: Dr R Viljoen

MOLOI, Monyadiwe Selina
Dissertation: Capital projects budget underspending in a South African power utility: a project management perspective
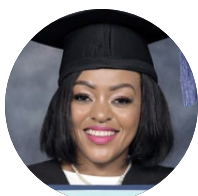*Supervisor: Prof. P Singh*

NAIDOO, Sashni
Dissertation: Factors contributing to the retention of millennial employees at a logistics organisation in Gauteng
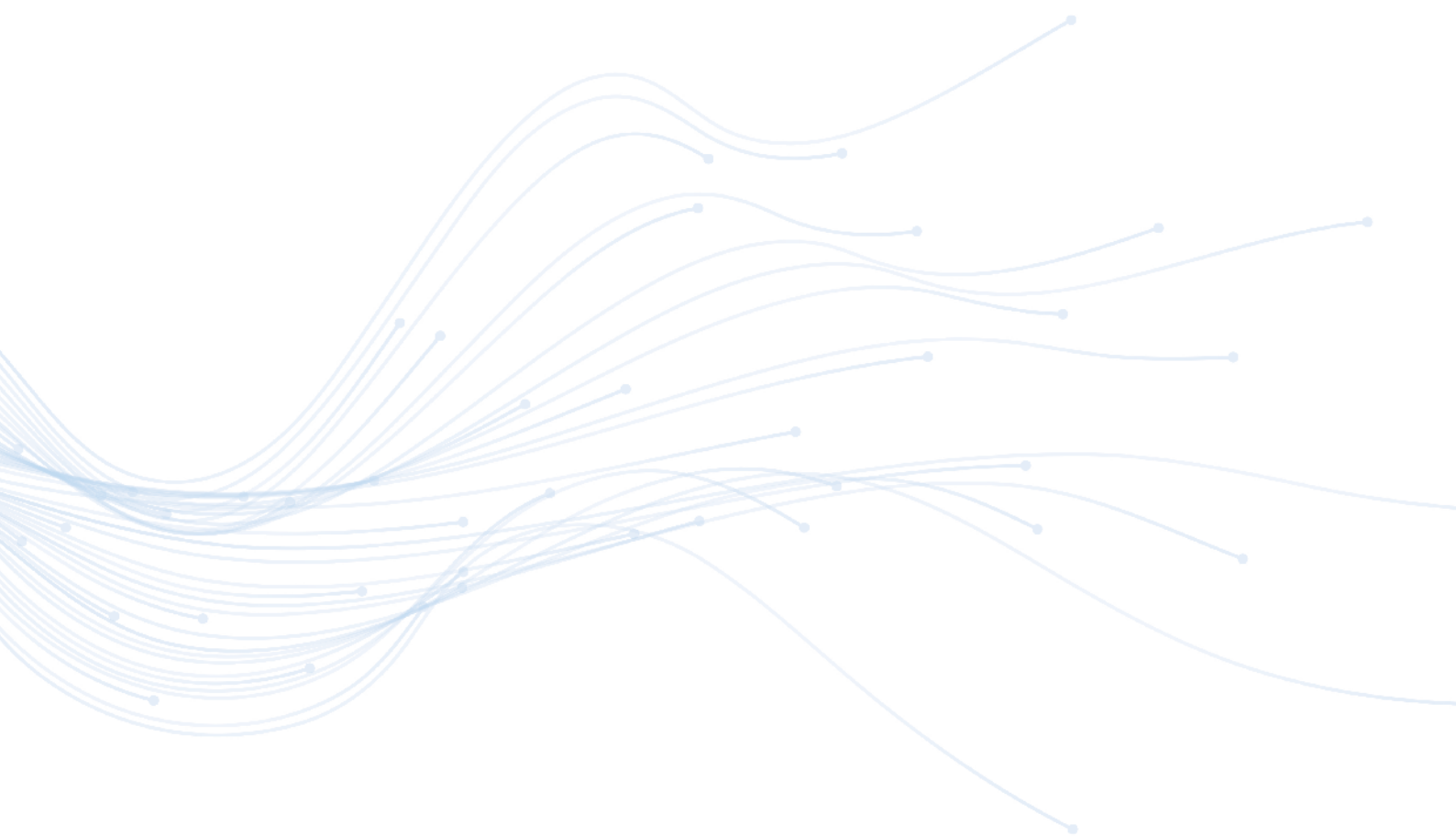*Supervisor: Dr H Goode*

MODIKO, Qaqambile Shirley
Dissertation: End-user acceptance and adoption of a contract management system: the case of Eskom
Supervisor: Dr M Mafafo

08

INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 8

GENNEKER, Russell Oscar
Project Title: Integrating sales and knowledge management to improve customer experience

KOEBERG, Francois
Project Title: A critical analysis of the importance of internal and external stakeholders to the innovation enabling (IE) division at the Technology Innovation Agency

MASHIGO, Lebone Bernard
Project Title: The impact of social media influencer marketing in connecting brands with consumers: A twitter platform case study

REDDY, Oliver
Project Title: The impact of leadership on the retention of intellectual capital

CHOTU, Mitesh
Project Title: Enabling role of innovation to enhance food security and broader market inclusion

GUNAS, Brenda
Project Title: Improving organisational sustainability in MTN through the use of technology

PILLAY, Surandren Letchman
Project Title: The viability of foreign exchange virtual assistance: powered by artificial intelligence

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INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 7

CHALMERS, Matthew Michael
Project Title: Changes required to the design of the onboarding process at iPulse systems to improve the customer experience

MARIMUTHU, Thamarie
Project Title: An exploratory study on the effect of implementing new technology at reception on improving customer service

SHIKWAMBANA, Candidly Alan
Project Title: Exploring how to improve the management of a smart metering system to increase revenue collection

MALEBYE, Morongwe Maria
Project Title: How to improve customer centricity at African Bank

MAMABOLO, Lekau Isaac
Project Title: Challenges in the recruitment, selection, and induction process at African Bank

MORGAN, Rowen Andrew Christopher
Project Title: How absenteeism impacts on the morale of employees and the delivery of Customer Centricity at African Bank

SKOSANA, Sibusiso Sylevester
Project Title: How to improve diversity and inclusion to promote equality at African Bank

GOMES, Sergiõ Carlos Goncalves
Project Title: A study on what South African airlines can do to retain their pilots in a market that is attempting to lure them away

VERWEY, Jenny
CUM LAUDE
Project Title: Exploring the causes of conflict in diverse aircraft cabin crews

ADONIS, Bronwyn Christine
Project Title: A study to determine how teamwork in the Foreign Exchange outward bound team can be improved

ASARAM, Natasha
Project Title: Minimising banking risk and creating efficiencies through the automation of procurement compliance documents

BALOYI, Miyelani Justice
Project Title: Exploring the challenges of creating manual alerts while working remotely

BOPP, Shivani
CUM LAUDE
Project Title: Investigating and understanding customer complaints to improve client retention

BOUZAGOU, Sokayna
Project Title: An exploration of the inefficiencies within the compliance referral process in relation to international swift payments

BREWER, Kimberly Simonne
Project Title: An exploration of the influence of recognition versus reward on motivation

CEBEKHULU, Brenda
Project Title: The impact of digitisation on effective stockroom management

CHILIZA, Thabile Mirriam
Project Title: An exploration of the overall wellbeing of FirstRand employees while working remotely

DE KOCK, John Alexander
Project Title: The effect of the COVID-19 pandemic on the mental and physical wellbeing of the workforce

DE NOBREGA, Elaine Elizabeth
CUM LAUDE
Project Title: The impact of digitising operational processes on improving client service in private banking

DHLAMINI, Xolisile Faith
Project Title: The impact of improving the disputes and fraud reporting procedures on client satisfaction

DU PONT, Raquel Shantel
Project Title: The impact of undocumented processes on workflow in exchange control

GQOKOMA, Yandiswa
Project Title: Improving customer satisfaction through refining the fraud and dispute process

GREAVER, Barclay Tyrone
Project Title: The Fintech and 4IR impact on the bank's increasing need for agility

HAMLYN, Shirley Violet Francis
Project Title: An exploration of the challenges experienced by employees working remotely

HENDRICKS, Carmen Shereen
Project Title: Improving device custodian competency through blended learning

HILZEBECHER, Talia Faith
Project Title: An evaluation of the business intelligence environment to streamline current processes

JOOSTE, Shovagne Lüsher
Project Title: An investigative study of the work readiness of new employees in the branch banking environment

LOUW, Drickus
Project Title: A comparative study between Cloud and On-Premise Solutions

MACHIZE, Sthembiso
Project Title: A study on the reasons

MANGWEDI, Refentse Glodina
Johannah Project Title: The role of non-financial incentives in enhancing employee motivation: A CCB case study

MASILELA, Sibongile Elizabeth
Project Title: An exploration of the impact of abandoned calls on customer complaints

MDAKI, Brandon Mbongeni Nkosinathi
Project Title: An analysis of the preferred external sales consultant profile in banking

MHLANA, Pakama Rose
Project Title: The role of Bankassurance in growing First National Bank Ghana's financial footprint

MKHONTO, Miehleketo Terry
Project Title: The effects of training and development on improving banking employee performance

MOKOENA, Thandeka Grace
Project Title: An exploration of alternative remote working solutions to mitigate the impact of loadshedding

MOLOTSI, Florah Maki
Project Title: The influence of customer relationship management on client migration and retention

MOSEKI, Jacqueline Banyana
Project Title: An exploration of the reasons for regulatory non-compliance within the Financial Banking Services (FBS)

NAICKER, Naushaad
Project Title: The influence of incorrect information on the measurement of productivity in the client switching team

NAIDOO, Kanigee
Project Title: An exploratory study of the benefits of staff retention in the Forex product house

NKOSI, Lucia Ntombenhle
Project Title: An investigation into the relationship between ethical sales and reward management in regional banking

NXASANA, Khanyisile
Project Title: The effect of uncontrolled investment outflows on profitability in the Investment Pillar Business

PETRAKIS, Harry
CUM LAUDE
Project Title: Enhanced operational efficiencies and productivity through outcomes-based remuneration in bulk cash processing

PRETORIUS, Zacharias Christiaan
Project Title: The influence of effective time management on performance in the 'new normal'

REDDY, Paroshnee
Project Title: The factors that motivate staff in the service suite environment

RUSSELL, Rosslyne
Project Title: Exploring transforming frontline support to improve workflow

SALIE, Ebrahiem
Project Title: An investigation into improving staff performance within the 'new normal'

SHIPALANA, Yaisa Xiribyana
Project Title: The impact of risk assessment and reporting on the infrastructure and security services reports

SINGH, Melissa
Project Title: The impact of technology on work-life balance among women

THOMAS, Lee-Roy Franklin
Project Title: The impact of customer centricity training on the client experience

TOYO, Khangelani Thembalethu Siyabonga
Project Title: Factors that affect the retention of skilled employees at the FNB Private Wealth Service Suite

UREN, Kelsey Bernadette
Project Title: The impact of undocumented processes on workflow in exchange control

VAN DER LINDE, Lilanie
Project Title: The impact of virtual training on employee engagement

VAN JAARSVELD, Leonie
CUM LAUDE
Project Title: The impact of Personal Development Plans on Private Banker Analysts (PBA's) retention and growth FIRST NATIONAL BANK HOMELOANS

LEE, Kerwin Chesley
Project Title: The viability of implementing an incentive awards program in the Home Loans Sales staff environment

SEKABATE, Refilwe
Project Title: The effect of the effectiveness of credit qualified (FAIS) employees on customer service in the Home Loans Credit Department

VAN BOOMEN, Daniell Nelia
Project Title: The impact of quicksell training on reducing mortgage loan arrears in the FNB nonperforming loan book WESBANK

ADAMS, Eloise Theresa
Project Title: Reasons for increased absenteeism in Client Operations – A Wesbank case study

BOK, Jeffrey Amos
Project Title: The effect of an ineffective follow-up process on approved applications at a financial institution

BRINK, Jermaine Vernon
Project Title: An investigation into the reasons for an unsatisfactory conversion rate on approved business at a financial institution

BROWN, Jerodean Zezinia Mary
Project Title: The influence of key person dependency on process breakdown and business continuity in WesBank Corporate

CASSIM, Imtiaz Haroon
CUM LAUDE
Project Title: A study on how to increase WesBank's Penetration in the FirstRand Retail Customer Base

DAVIDSON, Lorenzo Lionel
Project Title: An investigation into the integration status of Wesbank's Risk Management Levels

DU PLESSIS, Jeremia Josua
CUM LAUDE
Project Title: The impact of WesBank Motor system's unavailability on customer centricity

GREEN, Paula Celeste
Project Title: How to enhance an Outstanding Debt Protection Policy at a Financial Institution

MAFADA, Harwkins
Project Title: An investigation into inefficiencies in the NaTIS handover process at a Financial Institution

MAHARAJ, Aatish
Project Title: Exploring the effect of ineffective portfolio management on customer retention in a Financial Services Institution

MOODLEY, Delen
CUM LAUDE
Project Title: The effect of poor employee retention on the First National Bank Branch Network

NTHITE, Tshepo Moses Molefe
Project Title: Investigating the ineffectiveness of a manual system process at a Financial Institution

OOSTHUIZEN, Arista
Project Title: A study into the lack of skills in the fleet management and leasing division at a Financial Services Institution

PRINSLOO, Riaan
CUM LAUDE
Project Title: A study into how the operational effectiveness of the WesBank Early Stage Collections department can be improved

SAMAMOUDE, Neusa Agira
Project Title: An investigation into the inefficiencies within the nightshift call centre of a Financial Services Institution

SINGH, Orisha
Project Title: Risk Management: An investigation into inaccurate reporting of Key Risk Indicators at a Financial Institution

STRYDOM, Willem Andries Daniel
CUM LAUDE
Project Title: How to address inefficiencies within software delivery in a Financial Institution's Information Technology, with a specific focus on secure software development

TERBLANCHE, Estelle Vanessa
CUM LAUDE
Project Title: The impact of misaligned data between WesBank Corporate and First National Bank (FNB) on client service

VAN DER WESTHUIZEN, Stacey-Lee
Project Title: Examining the value of the follow-up process on applications not taken up at a Financial Institution

HLUNGWANI, Mafemani Morris
Project Title: The effectiveness of the implementation of health and safety protocols to mitigate the spread of Covid-19 at Moab Khotsong mine

LOVEDALE, Maph-Joy Lebohang
Project Title: An investigative study into the factors that contribute to unsafe acts in the construction industry in South Africa

RADEBE, Rose Raisibe Project
Title: The effect of 100% medical surveillance on a healthy, productive and profitable Transnet engineering

STONE, Salmon Loram
CUM LAUDE
Project Title: The effect of promoting prudent service provider selection and management in the WBHO pipelines division to enhance operational performance

TLHAOLAKGOMO, Sabata Judge
Project Title: The impact of at-risk behaviour on unsafe acts at the Kolomela Mine

DE WET, Anna-Marie
Project Title: The impact of leadership engagement on employee morale

MOHABAR, Niresh
CUM LAUDE
Project Title: The impact of digitalisation in enabling business continuity amid a pandemic. A DHL Express case study

VAN ZYL, James John
Project Title: A causal study on the high volume of stock losses in the James Park warehouse

ADAMS, Anastaycia Cindy
Project Title: The impact of effective time management in the settlements department of a bank on customer service

ADAMS, Shaheemah
Project Title: An integrated banking system that connects parent and minor banking accounts

DANISO, Nozipho Meachelle
Project Title: Mitigating employee risk and fears in automating work processes: A Wesbank Case Study

GREAVER, Janine Anthea
Project Title: An exploration of gender inequality with regard to promotion into leadership positions

HANUMAN, Nashitha Naleen
Project Title: The effect of extended patient application processes on the customer experience

JAMES, Stephan Jonathan
Project Title: An exploration of improvements required to client feedback processes regarding prepaid airtime and electricity disputes to enhance customer centricity

KHUMALO, Duduzile
Project Title: The impact of the recruitment and selection processes on the retention insurance sales staff

MAHAYE, Linda Lungile
Project Title: An exploration of the importance of mental well-being on work performance

MANTYI, Zodwa
Project Title: An exploration of the potential benefits of constructing a railway line at Matimba Power Station

MOKOENA, Rose Lerato
Project Title: An evaluation of the effectiveness of the performance evaluation system used within the Gautrain management agency context

MOKONE, Leonora Catherine
Project Title: The effect of the implementation of an electronic document and records management system on cost reduction

MOSANA, Isaac
Project Title: The impact of embracing diversity on the development of a succession strategy

MULDER, Juan
Project Title: Establishing a roadmap for Huhtamaki Fibre Foodservice to become carbon neutral by 2030

OBERHOLZER, Daniël Frederick
Project Title: An exploration of strategies that can be used to reduce staff turnover

PUTTER, Franco Julian
Project Title: An evaluation of the unified user experience of the MTN Play 2.0's corporate identity convergence

SCOTT-BRIGGS, Keneuwe Mpho Jessie
Project Title: The impact of leadership communication on performance in the MTN call centre

THOMAS, Shameeha
CUM LAUDE
Project Title: The impact of training and development on unskilled, underprivileged youth on a learnership programme at the TAG Group AFRICAN BANK

JACOBS, Elna
Project Title: Staff behaviour that leads to the creation of a positive working environment MTN SOUTH AFRICA

BROODRYK, Christiaan Willem
CUM LAUDE
Project Title: The effect of implementing an electronic document and records management system on cost managements

HEATH, Lloyd Charles Gunter
CUM LAUDE
Project Title: The effect of redesigning Business Account Manager Key Performance Indicators on the customer experience, sales performance and strategic growth

BEECROFT, Keelan Wade
Project Title: An exploration of the impact and involvement of human factors in runway incursions

BURGER, Ruan Johann
Project Title: An exploration of the effectiveness of current rules, regulations, and systems in fatigue management in South African airline pilots

MABASO, Tlhaele Joyce
Project Title: An exploration of ways to motivate employees to enhance performance

RADEBE, Siphamandla Gift
Project Title: An exploration of how technology can improve South African border security

VAN WYK, Armand
Project Title: An exploration of the predispositions within the South African Air Force towards recognising technological deficiencies

WHITE, Andrew David
Project Title: A descriptive study of suitable aircraft and geographies for the global expansion of Aerocare Flying Ambulances

FORTUIN, Danielle Caela
Project Title: The influence of communication within the contact centre environment and culture in creating job sustainability

SINGH, Kashilla
Project Title: The effect of improved performance management in the workplace on employee engagement and overall productivity

NXUMALO, Lydia Lindiwe
Project Title: An exploration of employees' lack of sufficient knowledge in using digital channels optimally

SPARKS, Lester Nico
CUM LAUDE
Project Title: Impact of inefficient processes on CRO/IT CDRM operations

TLHOAELE, Kagiso
Project Title: The impact of automation on the First National Bank debt review inbound call centre's services

MKHWANAZI, Agnes
Project Title: The impact of the Pyramid system on customer service in FNB Home Loans

WHITTING, Noleen Crystal
Project Title: The perceived importance of training needs analysis at First National Bank's fulfilment department

ABRAHAMS, Cindy Roumie
Project Title: An exploration of the impact of getting call centre staff to thrive on morale, productivity and service levels

ADAMS, Antone Melissa
Project Title: The impact of inefficient processes on employees and workflows

ALBERTYN, Rahiem
Project Title: An exploration of the effect of digitising client feedback on customer service

BETHIL, Megeshni
Project Title: An exploration of the effect of an employee service culture on the customer experience

DE LA REY, Renaldo Rouche Stanley
Project Title: An exploration of the effect of remote working on productivity

EAGLESTONE, Melissa
Project Title: An exploration of the impact of additions to a banking application (App) on the customer experience of customers with home loans

EBRAHIM, Zaheer
Project Title: An exploration of the effects of the 'Treating Customers Fairly' (TCF) home loan solution on the customer experience

GOVENDER, Govindsamy
Project Title: An exploration of the influence of providing the inclusion of insurance sales to deliver a one-call home loan solution to customers on the customer experience

HAMMOND, Roberta Anthia
Project Title: An exploration of the effect of automation on back-office operations and efficiency

HART, Candice Lola
Project Title: An exploration of the effectiveness of the implementation of QR code processes and communication in Merchant Services

JACKSON, Janine Jeanette
Project Title: The impact of hybrid working on employee well-being

JAIRAM, Shonal
Project Title: The impact of an employee development programme on employee retention within a banking branch

LEKHOOE, Motlalepula
Project Title: The impact of the refund process on productivity and customer service

LUND, René Jeannet
Project Title: An exploration of improvements required to the Peer/Buddy training process within First National Bank Homeloans

MOLOANTOA, Salmina
Project Title: An exploration of customer relationship management factors that enhance performance

MOODLEY, Devan Moonasamy
Project Title: The impact of digitised legal letters on improved capacity and risk mitigation

MOODLEY, Faheem
Project Title: The effectiveness of digital enablement on customer contact and interaction points

MOROPA, Jito
Project Title: The impact of remote working on productivity in a banking call centre

NAICKER, Kaveshnee
Project Title: An exploration of how top talent can be retained through succession planning

NAIDOO, Keshnee
Project Title: The effect of digitising building progress draws on the enhancement of customer centricity

NEL, Leonard
Project Title: An exploration of the reasons behind customer complaints in a banking division dealing with homeloans

PHUKUBJE, Thembi Maron
Project Title: The impact of pricing on mortgage loan uptake at a South African bank

REYNECKE, Vanessa CUM LAUDE
Project Title: The impact of working at home on employee productivity

SHAKOANE, Matshowa Jafta Mogau
Project Title: An exploration of how to improve the home loans cancellation process turn-around-times through digitisation

TSHABALALA, Thabang
Project Title: The perceived importance of process automation on business performance in banking

VAN DEVENTER, Sindy
Project Title: An exploration on how robotic process automation (RPA) can be used to improve turn-aroundtimes for progress draw quests

WILLIAMS, Frank Theodore
Project Title: An exploration of how to keep employees engaged in a remote working environment

WILLIAMS, Ilana
Project Title: The impact of digitising the debit order process on customer service at FNB Homeloans

WINNAAR, Charleen Whitney Wendoleen
Project Title: An exploration of the relationship between productivity and customer complaints in the FNB deceased department

BALIRAM, Himawathie
Project Title: The impact of values, attitude and safety beliefs on establishing a safety culture

HLATSHWAYO, Jeremia Moses
Project Title: The impact of an employee safety culture on the reporting of incidents and near misses

JOUBERT, Marthinus CUM LAUDE
Project Title: Constructing a health and safety management system for PG Glass

DRY, Sonja Elizabeth
Project Title: An exploration of the factors that contribute toward employees acting in an unsafe manner in the workplace

VON BENECKE, Godfried Daniël
Project Title: The impact of polymer trends on generating sustainable growth and a circular economy in South Africa

LEPHOTHE, Shimane Michael
Project Title: An exploration of the pace of transformation in the management of leadership diversity in SG Agility

MUNORU, Joseph Muthinja
Project Title: The effect of a lack of racial and gender transformation of project managers on leadership: A Khalili Homes Builder LLC Case Study

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THE 2022 ANNUAL DAVINCI SENATE AWARDS

These awards are conferred on graduates who, over and above their scholarly contributions, have demonstrated remarkable accomplishments. These awards are bestowed retrospectively at the annual graduation ceremony.

THE DAVINCI PRESIDENT'S AWARD

The DaVinci President's Award recognises students in Doctoral studies who, through excellence in applied research, contribute to a deepened or furthered understanding of what constitutes The DaVinci Institute's approach to business management and leadership in technology, innovation, people and systemic thinking. The student(s) should, through their research activities, demonstrate an unquestionable contribution(s) towards the creation of new knowledge and application as related to the management of technology, innovation, people and/ or systems within a specific organisational context.

Recipient: Dr Johanna Catharina Janse van Rensburg-Welling

THE DAVINCI MANDALA RESEARCH AWARD

The Mandala is a symbol of integrating different parts into a synthesised construct of subjective truth; the more we become integrated, or the more a piece of work is integrated, the more authentic it becomes in striving towards wholeness. This award distinguishes the level of integration (collecting as opposed to connecting ideas, theories, experiences, etc.) as advanced in the relevant research study. The study is transdisciplinary in nature and demonstrates heterogeneity.

Recipient: Ms Henrietta van Twisk

THE DAVINCI DOCTORAL ACADEMIC EXCELLENCE AWARD

The aim of the DaVinci Doctoral Academic Excellence Award is to acknowledge academic excellence demonstrated by a DaVinci Doctoral graduate; serve as an example of remarkability for fellow DaVinci students; and lastly, promote the DaVinci Institute through the quality of its students' contribution to valuable research. While all Doctoral research programmes should demonstrate a remarkable contribution to new knowledge creation, the nominated candidate will be considered as exceptional.

Recipient: Dr Shannon Nell

THE BENJAMIN ANDERSON AWARD

The Benjamin Anderson Award is aimed at recognising outstanding performance in the Bachelor of Commerce (Business Management) qualification. A critical feature of this qualification is the applied research component that focuses on allowing the student to address a burning issue/s or challenges identified in the workplace or community – an approach unique to The DaVinci Institute. Within this context, research should have a purpose and positive impact on the community or organisation.

The award will be presented to a student who has passed the programme Cum Laude, and who has achieved a minimum of 75% in their work-based challenge or research modules.

Recipient: Mr Pascal Cobbaert

THE DAVINCI LAUREATE AWARD: SOCIAL ARCHITECTURE

A DaVinci Laureate is expected to provide insights into complex systems and to make contributions to society at large. They are also considered for honourable service to their country through applied engagements. Laureates distinguish themselves by engaging in specific domains within society and thereby contribute to the re-configuration of the social system at large.

Recipient: Mr Sam Van Aken
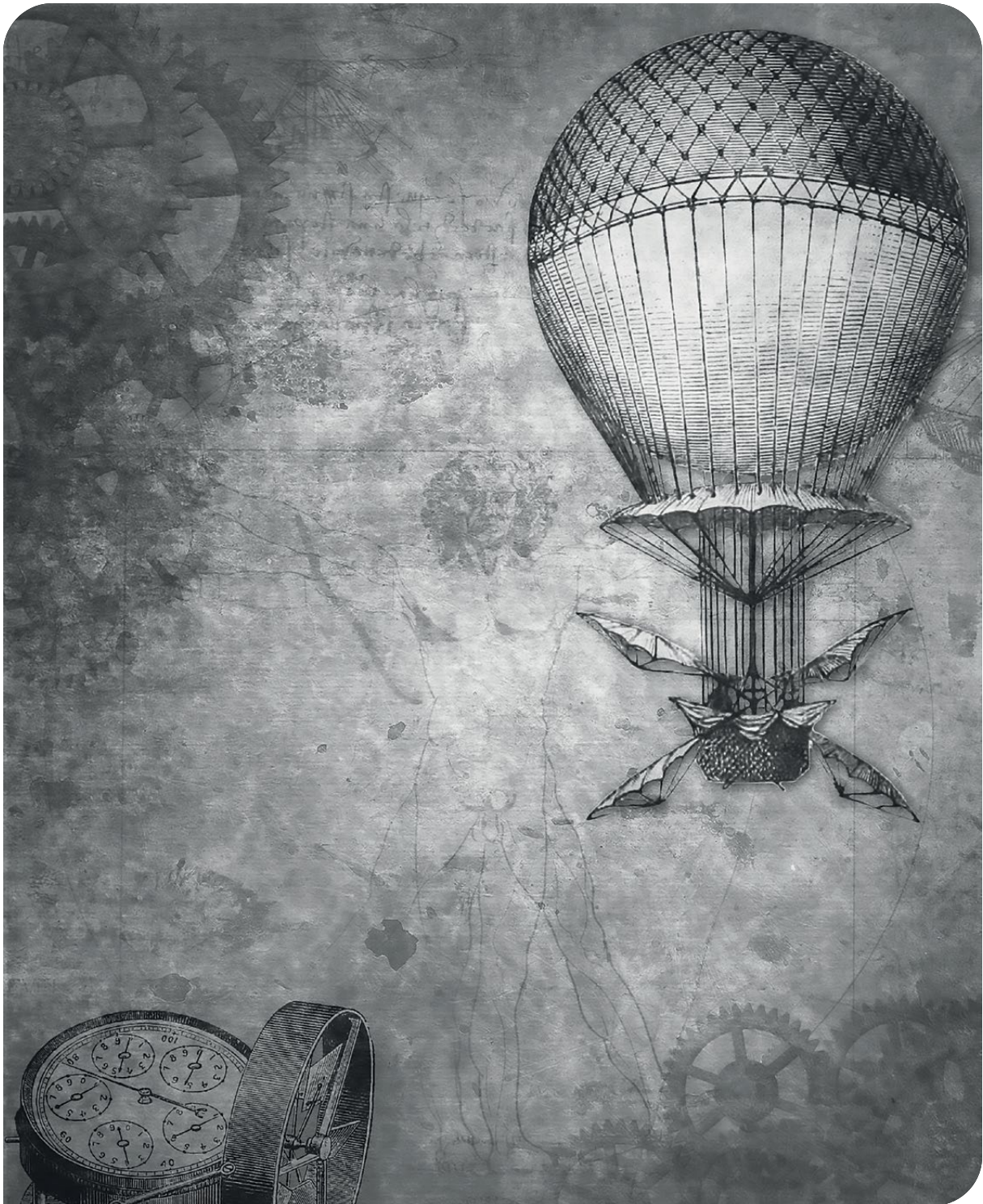
11

PUBLICATIONS AND CONFERENCES

INDEXED JOURNALS

- Mhlope. B., Klopper, H.B. & Zulu, M. 2022. Social context factors and consumer innovativeness as drivers of organic food adoption amongst Millennials in South Africa. 2022. Journal of Marketing. (ABDC 2022, CAWS (ISI) 2022, Scopus 2022).
- Cameron, R., Ambagtsheer, R., Martinez Pacheco, S., Klopper, H.B., Rodgers, C. & Baker. S. 2022. A constructive crisis: Complex system adaptability during the COVID-19 pandemic. International Journal of Organizational Analysis. (Q2, ABDC 2022, Scopus 2022).

NON- INDEXED JOURNALS

- Masindi, N.M. & Singh, P. 2022. A panel data analysis into the impact of regulations and supervision on the African Banking Profitability and Risk Profile. Economics and Business Quarterly Reviews. ISSN 2775-9237, Vol.5, No.2, pp 16-30. (https://www.asianinstituteofresearch.org/JEBarchives/A-Panel-Data-Analysis-into-the-Impact-of-Regulations-and-Supervision-on-the-African-Banking-Profitability-and-Risk-Profile-)
- Masindi, N.M. & Singh, P. 2022. The Impact of bank-specific and macroeconomic variables on the profitability of banks from selected African countries. International Journal of Scientific Research Management. e-ISSN 2321-3418, Vol.10, No.2, pp3097-3110 (https://www.ijsrm.in/index.php/ijsrm/article/view/3751)
- Ramadulo, T. & Govender, K.K. 2022. The Nexus between Strategy and Vision in the South African Local Government System. European Journal of Economics, Law and Social Sciences. ISSN 2519-1284, Vol.6, No.1, pp?? (https://iipccl.org/?page_id=4488)

PEER REVIEWED CONFERENCE PAPERS

- Goode, H. 2022. Assessment for learning: a case of research modules in a transdisciplinary context. Curriculum Design, Planning and Assessment in Education Conference, held on 10-11 March 2022. Sandton South Africa
- Landman, M. Engaging Design: Utilising the principles of User Experience (UX) to create meaningful and contextually relevant online learning. Nadeosa Conference held on 10 – 12 May 2022.

PUBLICATION IN BOOK CHAPTERS

- Du Plooy-Cilliers, F. 2022. Chapter 2: Research paradigms and traditions. (in Du Plooy-Cilliers, F., Davis, C. & Bezuidenhout, R. 2022 (2nd Edition). Research Matters. Claremont: Juta. ISBN: 9781485132103, pp 21-43).
- Du Plooy-Cilliers, F. 2022. Chapter 12: Quantitative data collection. (in Du Plooy-Cilliers, F., Davis, C. & Bezuidenhout, R. 2022 (2nd Edition). Research Matters. Claremont: Juta. ISBN: 9781485132103, pp 166 - 198).
- Du Plooy-Cilliers, F. 2022. Chapter 20: The research proposal. (in Du Plooy-Cilliers, F., Davis, C. & Bezuidenhout, R. 2022 (2nd Edition). Research Matters. Claremont: Juta. ISBN: 9781485132103, pp 322 - 335).
- Klopper, H.B. 2022. Chapter 8: Organisational structure and design. (in Hellriegel, D., Slocum, J., Jackson, S. Louw, L., Staude, G., Amos, T., Klopper, H.B., Louw, M., Oosthuizen, T., Perks, S. & Zindiye, S. 2022. (6th Edition). Management. Cape Town: Oxford University Press. ISBN: 978 0 19 074815 9, pp 269-315).
- Klopper, H.B. 2022. Chapter 14: Change management. (in Hellriegel, D., Slocum, J., Jackson, S. Louw, L., Staude, G., Amos, T., Klopper, H.B., Louw, M., Oosthuizen, T., Perks, S. & Zindiye, S. 2022. (6th Edition). Management. Cape Town: Oxford University Press. ISBN: 978 0 19 074815 9, pp 509-554).
- Klopper, H.B. 2022. Chapter 3: Customer decision-making. (in Boshoff, C. & Berndt, A. 2022. (4th Edition). Services marketing a contemporary approach. Juta: Cape Town. ISBN: ISBN:?).
- Landman, M. 2022. Chapter 5: Driving innovation and excellence in distance education practice through Practitioner Enquiry. (in Coetzee, D. 2022. Researching distance education in the developing context: building practice into theory. UFS. ISBN: TBA)
- Koonin, M. 2022. Chapter 17. Validity and reliability (in Du Plooy-Cilliers, F., Davis, C. & Bezuidenhout, R. 2022 (2nd Edition). Research Matters. Claremont: Juta. ISBN: 9781485132103, pp 287 - 299)
- Singh, P. 2022. Chapter 1: The history and development of sports coaching. (in Sports Coaching in South Africa, 2022. Pretoria: Van Schaik: in publication).
- Singh, P. 2022. Chapter 4: The legal responsibilities of a sport coach. (in Sports Coaching in South Africa, 2022. Pretoria: Van Schaik: in publication).

- Singh, P. 2022. Chapter 5: Safety issues and interventions in sport coaching. (in Sports Coaching in South Africa, 2022. Pretoria: Van Schaik: in publication).
- Skelton, A., Singh, P. and Cornelius, S. 2022. Chapter 13: Protection of young athletes. (in Handbook on international sports law, 2022, pp. 403-421).

CASE STUDIES
- Klopper, H.B. 2021. The retail app war: competing for consumers, pp 1-13.

RADIO INTERVIEWS
- Klopper, H.B. 15 February 2022. War fears lead Western economic news. RSG Geldsake met Moneyweb. (https://iono.fm/e/1156213)

REVIEWER OF SCHOLARLY JOURNAL ARTICLES
- Dr H. Goode (The Independent Journal of Teaching and Learning (IJTL)
- Prof HB Klopper (Marketing Intelligence and Planning) (ABDC list 2020 A ranked)
- Prof HB Klopper (European Business Review) (ABDC list 2020 B ranked)
- Prof HB Klopper (Journal of Contemporary Management) (DHET list 2020)
- Prof HB Klopper (Journal of Product and Brand Management) (ABDC list 2020 B ranked)
- Prof HB Klopper (African Journal of Business Management) ABDC list 2016 B ranked)
- Prof HB Klopper (African Journal of Marketing Management) (ABDC list 2020 B ranked)
- Prof HB Klopper (South African Business Review) (ABDC list 2020 C ranked)
- Prof HB Klopper (South African Journal of Economic and Management Sciences) (ABDC list 2020 C ranked)
- Dr N. Masindi (South African Journal of Science) (DHET list 2021)
- Prof. P. Singh (African Journal for Physical Activity and Health Sciences (AJPHES)
- Prof. P. Singh (Journal of Sustainable Tourism and Entrepreneurship (JoSTE)

OTHER SCHOLARLY ACTIVITIES
- Anderson, B. Supervising the research design, research methodology and knowledge creation. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.
- Du Plooy-Cilliers. Research paradigms – from conceptualisation to method. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.
- Klopper, H.B. Supervisor models, roles and styles of supervision; responsibilities of a PhD/MBA candidate. Supervisor and examiner development seminar offered in conjunction with the South African Business Schools Association (SABSA) – 30 June to 2 July 2022.

COMPULSORY WORKSHOPS FOR MASTER'S AND DOCTORAL CANDIDATES
- Conceptual / theoretical frameworks (Prof Bennie Anderson) (18 Jan/ 31 March/ 30 June/ 3 Nov 2022)
- Research philosophy and paradigms – from conceptualisation to method (Dr Franzél du Plooy-Cilliers) (1 Feb/ 21 April/ 28 July/ 15 Nov 2022)
- Research topic, aims and objectives (Prof Paul Singh) (16 Feb / 18 May / 31Aug 2022)
- Research design and methodology & specific underpinning methods (Prof HB Klopper) (8 March / 2 June / 19 Oct 2022)
- TIPS Managerial Leadership Framework (Prof Ben Anderson, Dr Dzingai Katsamba and Dr Marla Koonin) (24 March / 23 June / Aug / Nov 2022)
- Draft proposal development (Prof HB Klopper & Prof Paul Singh) (6 April/ 21 July 2022)

CAPACITY DEVELOPMENT WORKSHOPS
- Developing curiosity and ensuring inclusivity (Offered by Dr Franzél du Plooy-Cilliers 18 May 2022)
- Practitioner inquiry and how it links to the Teaching and Learning Portfolio (Offered by Dr Mario Landman 07 July 2022)
- Assessment or Learning (Offered by Dr Heather Goode 28 November 22)

DEEPENING THE DISCOURSE DISCUSSIONS

- Transdisciplinary Research (Offered by Dr Franzél du Plooy-Cilliers & Dr Heather Goode on 15 March 2022)
- Basic statistical methods for research (Offered by Prof Paul Singh on 14 June 2022)
- Academic Research Career Planning (Offered by Prof HB Klopper on 8 September 2022)
- Critical Thinking (Offered by Lebohang Mokoena 11 October 2022)
- Cracking the literature review and bulletproof research (Offered by Prof Paul Singh 16 November 2022)

POSTGRADUATE PREPARATORY WORKSHOPS

- How to manage your postgraduate studies (Offered by Dr Claudia Sigamoney on 8 March 2022)
- Ethics and Plagiarism (Offered by Dr Heather Goode on 2 June 2022)

PUBLISHING WEBINARS

- Publish and Flourish (Offered by Prof Paul Singh on 12 April 2022)
- Writing for Scholarly Publishing (Offered by Prof Göran Svensson on 7 November 2022)

RESEARCH SEMINARS

- Planning your Interview/Focus Group (Offered by Prof HB Klopper on 18 January 2022)
- Academic integrity (Offered by Dr F Du Plooy-Cilliers and Mrs L Fuller on 7 February 2022)
- Designing your Questionnaire (Offered by Dr D Katsamba on 4 April 2022)
- Sampling (Offered by Prof Paul Singh on 6 June 2022)
- Qualitative research: finally making sense of data collection and analysis (Offered by Dr F Du Plooy-Cilliers and Mrs L Fuller on 4 August 2022)
- Quantitative research: finally making sense of data collection and analysis (Offered by Prof Paul Singh on 4 October 2022)
- Intermediate statistical analyses (offered by Prof HB Klopper 01 November 2022)

SUPERVISOR FORUMS

- Onboarding Supervisors & external examiners (Offered by Prof HB Klopper & Prof Paul Singh on 3 March 2022)
- Strengthening Postgraduate Supervision (Offered by Prof HB Klopper & Prof Paul Singh on 12 May 2021)
- Thematic analysis (Offered by Dr Marla Koonin 02 August 2022)
- Onboarding Supervisors & external examiners (Offered by Prof HB Klopper & Prof Paul Singh on 1 September 2022)
- Roles of supervisors (Offered by Prof HB Klopper on 26 September 2022)

DIMOSTRAZIONE

- Leapfrogging and Innovation: Lessons Learnt from the Covid-19 Pandemic. 19 May 2022. Directed by Dr Marla Koonin. Panelists: Dr Mavis Nyatlo, Dr Mfanelo Ntsobi, Dr Joseph Jente Molapisi.
- How is business preparing for ESG as it evolves? 11 October 2022. Directed by Dr Marla Koonin Panelists: Dr. Nirvashnee Seetal, Dr. Ntombi Mhangwani.
- Leapfrogging and Innovation in Business. 28 October 2022. Directed by Dr Marla Koonin Panelists: Dr Premie Naicker, Bram Meyerson & Tharshan Moodley.

CURIOSITA
February

- Social entrepreneurship (Industry speaker: Mr Patrick Mahlangu)
- Exploratory study on the deployment of knowledge management in Botswana's telecommunications sector- An industry 4.0 perspective (Doctoral candidate: Mr Gabapelo Emmanuel Phillip)

March

- Harnessing the power of collective thinking (Industry speaker: Mr Nilesh Makan)
- Developing accurate sector skills plans for improved capacity building in the Freight Forwarding and Clearing Transport Sector – a South African Perspective (Doctoral candidate: Mrs Juliette Fourie)

April

- Lessons from an entrepreneurial journey in Africa (Industry speaker: Mr Ian Lourens)
- Using cultural intelligence to enhance leadership development in South African healthcare organisations (Doctoral candidate: Judy Van Zyl)

May
- An innovative ecosystem – the need for corporate incubation and venturing in SA (Industry speaker: Mr Alex Fenn)
- Exploring the impact of entrepreneurial resourcefulness on nascent entrepreneurial behaviour in students and perception of entrepreneurial success in emerging entrepreneurs in a penurious environment – a case for effectuation and bricolage (Doctoral candidate: Jerry Mundondo)

June
- The future of a financial instruments in a decentralised and global marketplace (Industry speaker: Ms Connie Bloem)
- The role of National Metrology Institutes in supporting development in the Southern African Development Community (Doctoral candidate: Moyahabo Penny Manganyi)

July
- Expanding into new territories (Industry speaker: Mr Albert Janse van Vuuren)
- A Conceptual Technology Adoption Framework: Africa Leapfrogging 4IR and 5IR Technology (Doctoral candidate: Yosheen Padayachee)

August
- Becoming extra-ordinary (Industry speaker: Dr Gizelle Williams)
- Exploring the alignment of the behavioural intention of traffic policing in developing socio-economic contexts (Doctoral candidate: Mr Shaka Yesufu)

September
- Lead with intent: leadership principles and practices that drive engagement and profitability (Industry speaker: Hermann du Plessis)
- Science Technology and Innovation policy coordination and coherence investigating the impact of poor coordination and incoherent implementation of Science, Technology and Innovation (STI) policy on service delivery from a South African perspective (Doctoral candidate: Bongiwe Mkhithika)

October
- The importance of good governance and risk management (Industry speaker: Mr Tshediso Matona)
- Managerial development: a sustainable approach (Doctoral candidate: Wenzel Kotze)

November
- Green Economy in the 21st Century (Industry speaker: Mr Percy Morapedi Koji)
- Electronic governance and its implementation: A comparative study of three provinces in South Africa (Doctoral candidate: Bongiwe Julayi)

COMPLETED DOCTORAL SUPERVISION - THESES

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr Andre Parker		The DaVinci Institute	Towards achieving a green environment and economic empowerment through the inclusion of waste reclaimers in South Africa: a case study within the Ekurhuleni municipality	Rajaspree Pillay	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Rajaspree-Pillay-b9a5fe39ad49c12f4dbe7616df4e732d.pdf
Prof. Alexander Schieffer	Prof A Schieffer	The DaVinci Institute	Towards achieving a green environment and economic empowerment through the inclusion of waste reclaimers in South Africa: a case study within the Ekurhuleni municipality	Butros, Raghda	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Raghda-Butros-3499182ef2b399b58458769af509cd43.pdf
Professor Alexander Schieffer	Professor Ronnie Lessem	The DaVinci Institute	African integral communipreneurship education: a transformative educational initiative for and with communipreneurs in Ajegunle, Nigeria	Kazeem-Abimbola, Olanrewaju	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Olanrewaju-Kazeem-Abimbola-be6e6aed34bcf607ff153e1283f86fdf.pdf
Dr Rica Viljoen	Dr Mark Bussin	The DaVinci Institute	Performance-based remuneration systems: exploring the economic value to profit-based corporates in South Africa	Nel, Johan Christiaan	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Johan-Christiaan-Nel-080656d07944b996740ec3ddd00c90c6.pdf
Prof. Alexander Schieffer	Prof. Ronnie Lessem	The DaVinci Institute	Integral fertility as a holistic approach to women empowerment and social transformation in and for Africa: a case study of Tudun- Wada community in Jos, northern Nigeria	Shebi, Esther Dii	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/2023/02/Esther-Shebi-October-2022.pdf
Professor Ronnie Lessem	Professor Alexander Schieffer	The DaVinci Institute	Communiversity: An Innovation Ecosystem Approach to Economic Development for Africa	Zongololo, Smart	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Smart-Zongololo-aaf2ae98e0d314983971a11afa046057.pdf
R. Lessem, PhD & A. Schieffer	M. Mawere	The DaVinci Institute	Towards integral socio-technical development: A community-based approach to technology development in Africa	Mutyanda, Wellington Muvengwa	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Wellington-Muvengwa-Mutyanda-91643d036b580f275bf21251befd4a75.pdf
Prof A Schieffer	Prof R Lessem	The DaVinci Institute	Emancipating Women in Jordan via an Integral Framework for a Regeneration Ecofeminist Economy: The Case of Economic and Societal Renewal in Southern Shouneh	Abu Jaber, Mayyada Haider	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Mayyada-Haidar-Abu-Jaber-52d8df2b29547e6b974f51232f2c3d89.pdf

COMPLETED DOCTORAL SUPERVISION - THESES

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr. Shirley Lloyd	None	The DaVinci Institute	Assessing Leadership Characteristics and Style of Heads in Private Schools in South Africa	Burger, Ronél	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Ronel-Burger-a94bf0bf294ef986077a0fcdecd9a2b3.pdf
Dr Gerald Thaver	Dr Niel Rall	The DaVinci Institute	A Leadership Framework for Implementing Fundamental Change During the Fourth Industrial Revolution at a Local Subsidiary of a Multinational Consulting Organisation	Mhangwani, Ntombizodwa	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Ntombizodwa-Mhangwani-52313cb36dea27b125026c79a4b45ee6.pdf
P. Pampallis	None	The DaVinci Institute	Designing a Framework to Improve the Effectiveness of Human Resources Function within Organisations	Nkabinde, Nompumelelo Yollyn	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Nompumelelo-Yollyn-Nkabinde-a250db171af830d0bdbf3420ba014a58.pdf
Dr G Janse van Rensburg	None	The DaVinci Institute	A conceptual Framework for Developing Leadership Capability within Organisations in the Digital Era	Williams, Gizelle Cindy	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Gizelle-Cindy-Williams-f504f0723330b4d30e2e422fb9b72155.pdf
Prof M.D. Herholdt	None	The DaVinci Institute	Creating an Entrepreneurship Framework to Stimulate Employment Creation in the South African Healthcare Industry	Scheepers, Christo Abraham r	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/2022/06/Scheepers-C.A.-8861-PhD-Thesis-21-June-2022.pdf
Prof Paul Singh	Dr Shirley Lloyd	The DaVinci Institute	Public Funding of the College Sector: a Social-Return-on-Investment in Higher Education in South Africa	September, Cornelia Carol	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Cornelia-Carol-September-d9560fa343001757b16776f1fa38cf61.pdf
Dr Linda Chipunza	None	The DaVinci Institute	Towards the Creation of a Learning Organisation in a South African Parastatal: an Exploratory Study	Nkoana, David	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/David-Nkoana-7f1e82f44f6f421ca8cc3702e225eb20.pdf
Prof. P Singh	None	The DaVinci Institute	The role of the integrity commissioner in the city of Johannesburg Metropolitan Municipality	Rampai, Tadi Daniel	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Tadi-Daniel-Rampai-c1fed977a14cba4e8e48c95ca0be1722.pdf
Dr Blondel Nyamkure	None	The DaVinci Institute	The Success of Business Incubation Support Amongst Small, Medium and Micro-Enterprises in the South African Tourism Sector	Mwale, Bongani June	Doctor of Philosophy in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Bongani-June-Mwale-c40d5c318ad336aa2245b9b8444e8424.pdf

COMPLETED MASTERS SUPERVISION – DISSERTATIONS

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr R. Viljoen	None	The DaVinci Institute	Co-determination through an inclusive transformation process within the South African Typographical Union in collaboration with the printing sector: a case study	DE KLERK, Edward William	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Edward-William-De-Klerk-d016a527d19ff650f681d1ee87a8c712.pdf
Dr R. Viljoen	None	The DaVinci Institute	Managing cross-border project teams: the case of Transnet SOC Ltd and Eswatini Railways	SEBILOANE, David	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Bradley-Hennicks-03320e719adc885725b936e151830559.pdf
Prof. P. Naidoo	None	The DaVinci Institute	Evaluating the effectiveness of customer service in the learning function of human resources to achieve excellence at a public utility	HENNICKS, Bradley Alexander	Master of Science in Management of Technology and Innovation n	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Bradley-Hennicks-03320e719adc885725b936e151830559.pdf
Dr H. Morris-Eyton	None	The DaVinci Institute	Transformation of elite women sports coaches within South African netball	LEWIES, Anneline	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Anneline-Lewis-e5c6b28ecb834cb4a911d736ef42fc1a.pdf
Dr NK Marutlulle	None	The DaVinci Institute	Challenges of start-up businesses in the South African construction industry: a study of the Johannesburg and Cape Town market	AMOD, Muhammadh Shuayb	Master of Science in Management of Technology and Innovation	
Dr A Pienaar	None	The DaVinci Institute	A project life cycle model application for Eskom projects	ANDREWS, David Thomas	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/David-Andrews-627b70a035affa50a54f7bf421afb535.pdf
Dr P du Toit	None	The DaVinci Institute	A sense-making framework to improve stakeholder engagement in the context of wicked problems	DU PREEZ, Janet Ann	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Janet-Ann-du-Preez-952a9aaf4352e6b0ea94a3562a4794dc.pdf
Prof. B Anderson	None	The DaVinci Institute	Pressure groups in a pluralist democracy: the prima inter pares in policy formulation	JANSE VAN RENSBURG, Gerfina Johanna Rossouw	Master of Science in Management of Technology and Innovation	
Dr S Lloyd	None	The DaVinci Institute	Exploration of strategies for effective control of public funds at the Limpopo Provincial Treasury	KEKANA, Rakgadi Maria	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Rakgadi-Maria-Kekana-13f6659a432ccc131834bc7b957ada58.pdf
Prof. P Singh	None	The DaVinci Institute	Exploring the critical success factors for implementing an effective strategy at the South African Institute of Chartered Accountants in Gauteng	NOTUNUNU, Nolwazi Mildred	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Nolwazi-Notununu-62cc6adc96ff87b150b3ac25955f0cb1.pdf

COMPLETED MASTERS SUPERVISION – DISSERTATIONS

Supervisor	Co-Supervisor	Institution	Thesis Title	Student	Qualification	Link to Thesis
Dr. C. Harmse	None	The DaVinci Institute	Assessing the economic contributions of stokvels on the livelihoods of their members in Soweto-Gauteng	TLOUBATLA, Sendeline Tsheiso	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Sendeline-Tsheiso-Tloubatla-fdae0084d6bedaf8ed47b03ede353770.pdf
Dr R Viljoen	None	The DaVinci Institute	A study on the organisational culture of two cross-geographical offices within a multinational organisation: lessons learnt from INVESTEC Bank PLC	SILCOCK, David Michael	Master of Science in Management of Technology and Innovation	
Prof. P Singh	None	The DaVinci Institute	Capital projects budget underspending in a South African power utility: a project management perspective	MOLOI, Monyadiwe Selina	Master of Science in Management of Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Monyadiwe-Selina-Moloi-61d79ee948d89085daeae7ad41ba67f3.pdf
Dr H Goode	None	The DaVinci Institute	Factors contributing to the retention of millennial employees at a logistics organisation in Gauteng	NAIDOO, Sashni	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Sashni-Naidoo-77029a4ffbaf85aa231d4db5557771ba.pdf
Dr M Mafafo	None	The DaVinci Institute	End-user acceptance and adoption of a contract management system: the case of Eskom	MODIKO, Qaqambile Shirley	Master of Management in Technology and Innovation	https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Shirley-Qaqambile-Modiko-e7d38af6232b088052e1aaa2e69dc462.pdf

12
RESEARCH DEVELOPMENT

Date 2021	Purpose	Topic	Facilitator
13-Apr	Assessment Alignment and Redevelopment	Assessment Alignment and Redevelopment	Dr Mario Landman
9-Mar	Capacity Development Workshop	Adult Learning Principles	Lebohang Mokoena
13-May	Capacity Development Workshop	Best Practices - Online Teaching and Learning	Dr Mario Landman
7-Jun	Capacity Development Workshop	Aligning Higher Education Curriculum, Assessment and the Embedded Literacies	Dr Heather Goode
8-Sep	Capacity Development Workshop	Research Ethics: Postgraduate	Prof HB Klopper
3-Feb	Deepening the discourse	Transdisciplinary research	Dr Franzél du Plooy-Cilliers & Dr Heather Goode
8-Apr	Deepening the discourse	Statistical methods for research	Prof Paul Singh
03 Jun 28 Jun	Deepening the discourse	Academic Research Career Planning	Prof HB Klopper
27-Aug	Deepening the discourse	Critical Thinking	Lebohang Mokoena
21-Sep	Deepening the discourse	Constructive student feedback - Assessment feedback as a Teaching Tool	Dr Franzél du Plooy-Cilliers
11-Aug	Material development	Material development & Assessment Rubrics	Dr Mario Landman
22-Feb	Onboarding for lecturers	The DaVinci Way: Mode 2 Engagement	Dr Franzél du Plooy-Cilliers
1-Feb	Preparatory Workshop	How to manage your postgraduate degree	Dr Claudia Sigamoney
15-Mar	Preparatory Workshop	Ethics & Plagiarism	Dr Heather Goode
1-Apr	Preparatory Workshop	Conceptualising your Research	Prof HB Klopper & Prof Ernest Neuland
29-Apr	Preparatory Workshop	Writing your Abstract & Draft Research Proposal	Prof HB Klopper & Prof Paul Singh
30-Mar	Publishing Webinar	Publish and Flourish	Prof Paul Singh
28-May	Publishing Webinar	Writing for Scholarly Publishing	Prof Göran Svensson
4-Oct	Publishing Webinar	Article Writing Retreat	Dr Mazanai Musara
11-Nov	Publishing Webinar	Adapting your Research for Popular Publication/Dissemination	Dr Marla Koonin
17-Feb	Research Seminar	Planning your Interview/Focus Group	Prof HB Klopper
16-Mar	Research Seminar	Academic Writing	Prof Paul Singh
3-May	Research Seminar	Academic Integrity	Dr Franzél du Plooy-Cilliers
19-May	Dimostrazione	Leapfrogging and Innovation: Lessons Learnt from the Covid-19 Pandemic	Dr Mavis Nyatlo, Dr Mfanelo Ntsobi & Dr Joseph Jente Molapisi
1-Jun	Research Seminar	Cracking the literature review and bulletproof the research...	Prof Paul Singh & Dr Franzél du Plooy-Cilliers
24-Jun	Research Seminar	Intermediate SPSS	Prof HB Klopper
14-Jul	Research Seminar	Designing your Questionnaire	Prof Paul Singh
16-Aug	Research Seminar	Planning your Research Methodology	Prof HB Klopper
14-Sep	Research Seminar	Writing your results	Prof Paul Singh
11-Oct	Dimostrazione	How is business preparing for ESG as it evolves?	Dr. Nirvashnee Seetal & Dr. Ntombi Mhangwani
13-Oct	Research Seminar	Finally making sense of data collection and analysis	Prof Paul Singh & Dr Franzél du Plooy-Cilliers
8-Apr	Supervisors Forum	Onboarding Supervisors	Prof HB Klopper & Prof Paul Singh
23-Apr	Supervisors Forum	Quality Control & Assurance	Prof HB Klopper & Prof Paul Singh
26-Oct	Supervisors Forum	Onboarding Supervisors	Prof HB Klopper & Prof Paul Singh
22-Nov	Supervisors Forum	Strengthening Postgraduate Supervision	Prof HB Klopper & Prof Paul Singh
15-Oct	DV Conference	DV Conference	Prof HB Klopper & Prof Paul Singh

13
**THE TIPS™ MANAGERIAL
LEADERSHIP FRAMEWORK**

Notes: TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

Reference: DaVinci Institute. 2020. TIPS™ Managerial Leadership Framework. Johannesburg: DaVinci Institute. Unpublished. With contributions noted by Dr Jan Bosman.

THE EMERGING BUSINESS LEADER

The intent of The DaVinci Institute's TIPS™ Managerial Leadership Framework is to provide a systemic awareness of the multiple sub-systems at play within society, including the workplace; evoking an awareness of existing mental models and the ability to re-think and dissect assumptions about work performance to inform the future. In applying this complex systemic lens, individuals are afforded an opportunity to make sense (sense making) of their own reality in relation to the proposed conceptual frame. In doing so, the emergence of additional and/or similar managerial leadership practices and competencies may afford individuals the opportunity to co-create alternative interpretations, perspectives, and/or conceptual frameworks to cooperatively navigate change and add new knowledge to the domain.

The TIPS™ Managerial Leadership Framework aims to contribute towards the overarching field of Business Leadership. The framework has been developed utilising a longitudinal study over a 29-year period, based on over 150 metrics. Utilising both a qualitative and quantitative research design, the study used a mixed method of self-administered questionnaires, workshops, and semi-structured interviews. The sample to date consists of approximately 1900 organisations including emerging, small, medium, and large enterprises representing various continents.
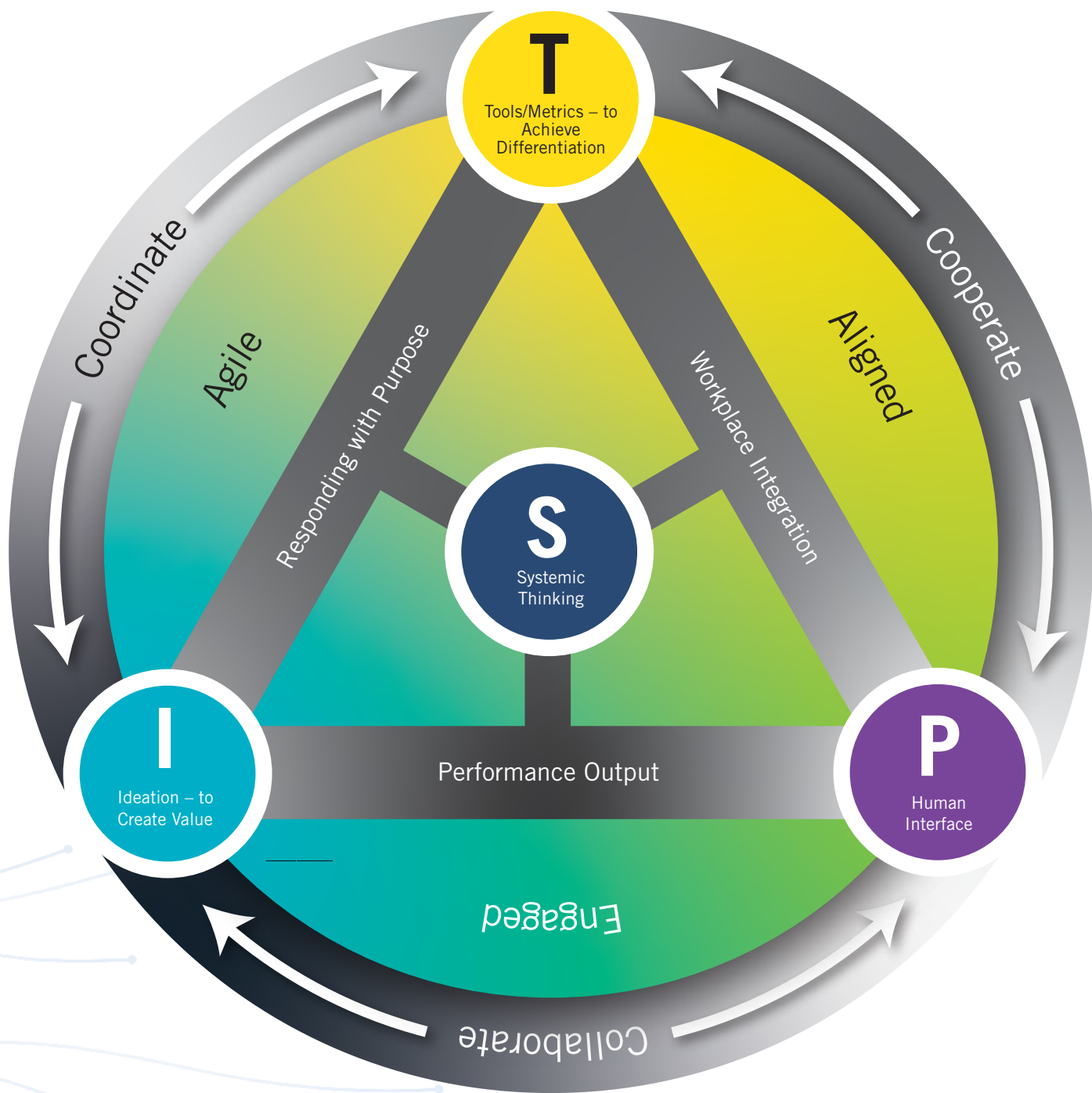
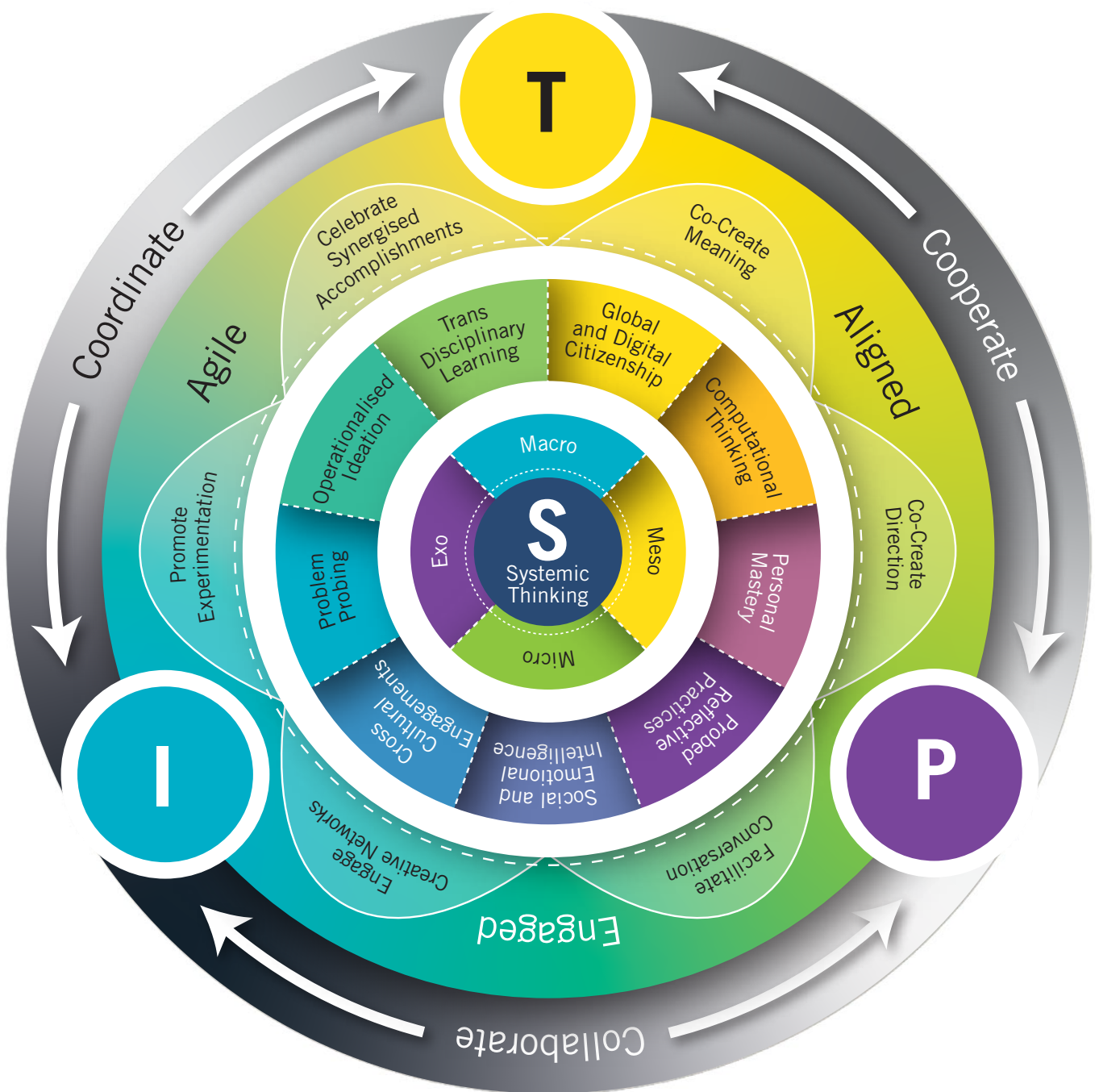**Figure 1: Core elements of The TIPS™ Managerial Leadership Framework**

Figure 2: The TIPS™ Managerial Leadership Framework
The seven (7) layers of the TIPS™ Managerial Leadership Framework offers a multi-focal lens into emerging realities as illustrated by Figure 2 and explained in the sections to follow.

1. ACTUALISING A SYSTEMIC PERSPECTIVE

This is a process of divergence and convergence to synthesise and integrate all seemingly related and unrelated activities to enhance engagements within society and as a result, performance at work, and in doing so, probing problems with a view to create sustainable solutions. This includes internal synovation (integrating systemic and innovation constructs) and organisational ecology that allows the sum of the parts to become greater than the whole (systems thinking).

2. HONING AN AWARENESS OF THE MICRO, MESO, EXO AND MACRO SUB-SYSTEMS THAT IMPACT REALITY

Development is defined as a person's evolving perception of the ecological environment, and his/her relation to it, as well as the individuals growing capacity to discover, sustain or alter its properties.

The ecology of human development involves the study of the progressive, mutual accommodation between an active, growing human being and the changing properties of the immediate settings in which, the developing person lives, as this process is affected by relationships between these settings and by the larger contexts in which the settings are embedded.

Ecologically engaging (done through the micro, meso, exo and macro sub-systems) complex constructs and relationships, could facilitate the broadening of horizons by deepening insights regarding the interconnectedness of theory and practice and how such may impact society at multiple levels.

2.1 What is a micro system?

A micro system is a pattern of activities, roles and interpersonal relations experienced by the developing person in each setting with particular physical and material characteristics.

Examples include family context, personal relationship, job designation.

2.2 What is a meso system?

A meso system comprises the interrelations amongst two or more settings, in which the developing person actively participates but is also influenced by surrounding environments.

Examples include social interactions, workplace interactions.

2.3 What is an exo system?

An exo system refers to one or more settings that do not involve the developing person as an active participant, but in which events occur that affect, or are affected by what happens in the setting containing the developing person.

Examples include management decisions, demographic contexts of colleagues at work and external networks of influence.

2.4 What is a macro system?

The macro system refers to consistencies in the form and content of lower order systems (micro, meso and exo) that exist, or could exist, at the level of the sub-culture or the culture, along with the belief systems or ideologies underlying such consistencies.

Examples include mutual political belief system, mutual religious belief system, mutual socio-economic ideologies or a mutually agreed cultural system.

3. RECOGNISING THE NEED TO INTERLINK THE MANAGEMENT OF INNOVATION, TECHNOLOGY AND PEOPLE

The management of technology involves the 'tools' and metrics organisations use to gain competitive advantage. Simplistically it is 'a way of doing things better' and may involve the use of anything from computers and hi-tech, to simple hand-held tools, to those processes and systems that may facilitate the flow of working better and achieve a more productive outcome. In this context, we refer to the small 't' in technology where organisations manage their technology to best position their products or services to maximise their market share.

The management of innovation is how an organisation stimulates and capitalises on the ideation process, to develop an innovative product, service, process or system, which has either commercial or social value. It is about hard metrics such as income generated from new products, processes, or services, as well as success rates in commercialising new offerings.

The management of people involves the human interface. It embraces both the employee and the end user. It is about the processes that organisations deploy in engaging people, how people choose their levels of engagement, creating and sharing of knowledge by all involved, their participation in incentive practices and their contributions towards securing the longevity of the organisation.

4. THE EMERGENCE OF AN ENGAGED, AGILE AND ALIGNED WORKFORCE

4.1. Engagement

Engagement at work occurs when there is a systemic (systems thinking) interlink between management of innovation and management of people practices and competencies. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more engaged across the organisation and society at large (details to be discussed as part of layer 5).

4.2. Agility

Agility emerges when there is a systemic (systems thinking) interlink between management of innovation and management of technology practices and competencies in the workplace. Employees (knowledge workers/artisans) working within such a systemically infused environment tend to become more agile across the organisation and society at large (details to be discussed as part of layer 5).

4.3. Alignment

Alignment at work occurs when there is a systemic (systems thinking) interlink between management of technology and management of people practices and competencies. Employees (knowledge workers/artisans) working within such systemically infused environment tend to become more aligned across the organisation and society at large (details to be discussed as part of layer 5).

5. THE DEVELOPMENT OF SPECIFIC MANAGERIAL LEADERSHIP PRACTICES

Managerial leadership practices constitute specific ways of "doing things", of "showing up", continuously and over time, as required to effectively execute mutually agreed accountabilities and responsibilities at work.

5.1. Engagement

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of people processes, takes place:

5.1.1. Demonstrate social and emotional intelligence

This process involves the ability to connect to self and others in a deep and direct way. It also involves the ability to sense and stimulate reactions and desired interactions from co-workers and stakeholders to achieve the anticipated business outcomes.

5.1.2. Probe reflective engagements

The term 'reflective practice' derives from the work of Dewey (1910) and Schon (1983) and Kolb (1984). Dewey (1910) states reflective practice refers to "… the active, persistent and careful consideration of any belief or supposed form of knowledge in the light of the grounds that support it."

Dewey (1910) also indicates that being reflective "… enables us to direct our actions with foresight "… enables us to know what we are about when we act."

The inference here is that knowledge workers/artisans could develop a questioning approach towards probing problems and reflect on why things are as they are, and how they could be.

5.1.3. Immerse in cross-cultural engagements

Participation in cross-cultural engagements is related to the awareness of self in context, and parallel to that, the awareness of others, within their context and how these will interface and infuse and embrace the diverse assumptions and responses. This is reflected in the immersion with another's culture to harness deeper insights and understanding of being a participant in a globally connected world. It is also the ability to operate in different cultural settings and to capitalise the potential power of such immersions.

5.2. Agility

The following managerial leadership practices seem to emerge, once the establishment of the eco-systemic linkages, underlying the management of innovation and the management of technology processes, takes place:

5.2.1. Probe problems

As informed by the need to rationalise and be practical, business leaders seem to have developed the need to create just in time (JIT) solutions for what is often complex challenges. In this regard, the notion of problem solving tends to become the dictum. In appreciating the richness of being human, knowledge workers/artisans have the opportunity of probing problems and in doing so appreciating the non-causality and complexity at play. Through co-operative engagements, the knowledge worker/artisan could develop the need to rather focus on the experience and the emergence of new insights, rather than giving the right answer. Thus, knowledge workers/artisans do not need to say, 'I have the answer', but rather, express what they are seeing and experiencing, in an attempt to create more awareness and insights.

5.2.2. Operationalise ideation - inclusive of novel and adaptive thinking

Utilising the Ideation Theory to ensure a more comprehensive understanding of the reality's individuals are surrounded by, which will impact all facets of an individual's performance within the work context. Proficiency of thinking and differentiation in crafting alternative responses, beyond that which is rote or rule-based (power-based), can be facilitated by involving perspectives of individuals at multiple levels within an organisational and societal context. Exploring the application of design thinking principles at work could be valuable in crafting alternative outcomes to projected problems at work.

5.2.3. Embrace transdisciplinary learning

Embracing trans-disciplinary learning and the ability to understand concepts across and beyond multiple disciplines, in juxtaposition to multi-disciplinary and inter-disciplinary perspectives, could add an additional layer to making sense of what is happening at work. Jensenius (http://www.arj.no/2012/03/12/disciplinarities-2/) explains the various levels of disciplinarity as follows:

- Intra-disciplinary - working with a single discipline
- Cross-disciplinary - viewing one discipline from the perspective of another
- Multi-disciplinary - people from varied disciplines working together each drawing on their disciplinary knowledge working with several disciplines
- Inter-disciplinary - working between several disciplines using a synthesis of approaches
- Trans-disciplinary - working across and beyond several disciplines.

5.3. Alignment

The following managerial leadership practices tend to emerge once the alignment resulting from the process of managing technology and management of people takes place:

5.3.1. Becoming a global and digital citizen

Global and digital citizens at work have the ability to become part of a global community of compassionate citizens who create and who care. In doing so, such individuals will, in the way they co-create meaning, for probing reflective engagements, cultivate digitally and globally minded citizens who are responsible and ethical, serving as remarkable resources to their networks.

5.3.2. Applying computational thinking

People applying computational thinking tend to demonstrate in practice the capability to translate vast amounts of data into new, revised, or alternative concepts and constructs, and to incorporate data-based reasoning by applying a combination of algorithmic and androrythmic principles. In doing so, such individuals tend to develop sets of problem probing methodologies, processes, and procedures, which will facilitate the integration of defined problems, the operating contexts, and the implementation of alternative solutions.

5.3.3. Personal knowledge mastery

The practice of personal knowledge mastery includes sense-making, as the ability to determine the deeper meaning or significance of what is being expressed. This involves the need at an individual level to take control of the multitude of existing perspectives regarding reality and synthesise such and articulate these perspectives - with the intent to ground the individual in relation to others. Often, individuals see grounding as a current point in time, which often becomes restrictive.

However, personal mastery is actualised when individuals are not only able to ground themselves in the present, but also envision a future self, thus, harnessing past and presence as an uninterrupted continuum.

6. THE REVEALING MANAGERIAL LEADERSHIP COMPETENCIES

Managerial Leadership competencies refer to specific actions taken by organisations and business leaders to establish and manage effective working relationships in order to co-create a result driven creative networked workplace this is termed a wirearchy. Wierarchies are built on trust, knowledge, personal integrity and a safe to fail learning culture where employees can feel free to express themselves in their work the best way they can, and in doing so, employees could reach their true potential.

6.1. Facilitate conversation

Conversation is a powerful learning tool. People want to participate in decisions that affect their daily work lives. The practice of facilitating conversations is about a conscious choice to involve the relevant stakeholders participating in the problem-probing process. Business leaders should leverage the interest and talent of those around them by including them appropriately in the decision-making process. In a systems-thinking environment, a business leader would

THE SEVEN LAYERED TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

	Emerging Workplace Reality	Described As
1.1	Coordinated workplace	A coordinated workplace reality refers to a task and deadline driven work environment, where action is taken based on the specialist/expert knowledge as promoted by an individual in a position of power.
1.2	Collaborative workplace	A collaborative workplace reality refers to an engagement amongst members of a community of practice, where ideas as introduced by a central figure within the hierarchy of the workplace are explored and tested by participation. This is in an attempt to amend/alter proposed business solutions to complex business challenges.
1.3	Cooperative workplace	A cooperative workplace reality refers to a self-directed choice to engage, where knowledge workers/artisans choose to give of themselves and collect from others that have also chosen to give of themselves. Cooperation works from the position that in such a reality there is abundance of knowledge, skills, potential and possibilities which allows co-creation to flourish in an attempt to establish not only what is perceived as a possible outcome, but rather to transcend the boundaries of what is thought to be possible.

have the ability to see the sum of the parts contributing to the holistic outcomes. By seeking the involvement of relevant stakeholders, various advantages could be leveraged, such as, but not limited to more effective communication, better informed and more quality-orientated decision-making, increased commitment to action and higher levels of trust.

6.2. Engage creative networks

Creating a results-driven creative networked workplace (Wirearchy) built on a culture of trust, knowledge, personal integrity and safe to fail learning culture as earlier described, is a key managerial leadership practice and accountability.

Engaging creative networks enables knowledge sharing, encourages diversity of thought, and promotes experimentation in a safe to fail working environment, which stimulates innovation (Jarche 2014). The key principles of creative networks as outlined by Jarche (2016) are a wierarchy, innovative and contextual methods, self-selection of tools, willing cooperation, duty of being transparent, sharing our knowledge, self-determination, and distribution of power. The roles and functions of the business leader in a networked workplace are to improve insights, provide learning experiences, focus on the 'why' of work, and assist in making better networked decisions, be knowledge managers and be an example.

6.3. Promote experimentation

Experiential learning has largely been promoted by David Kolb (1984) to sensitise society about the benefits of experimentation in learning and working could occur at both individual level and at an organisational level. Underpinned by the principles of divergent thinking, assimilated thinking, convergent thinking and accommodative thinking and substituted by Gelb (1998), with reference to Leonardo DaVinci's principles of Curiosita (seeking the truth), Dimostrazione (taking responsibility), Sensazione (sharpening awareness), Sfumato (engaging the shadow), Corporalita (nurturing integration), Connesione (embracing holism) and Scienza (cultivating balance), individuals could develop an awareness of the power of integrating different modes of thinking successfully co-creating lasting solutions.

The competence to promote experimentation and to take risks in a safe-to-fail environment encourages self-reflection, stimulates novel and adaptive thinking, and assists in overcoming habits that may restrict creative thinking. Applying effective communication strategies (adult, parent, child relationship), consciously supports the expression of ideas and aspirations, which allows business leaders to find their voice. This competence tends to optimise collaboration and facilitates and grows cooperative mindsets.
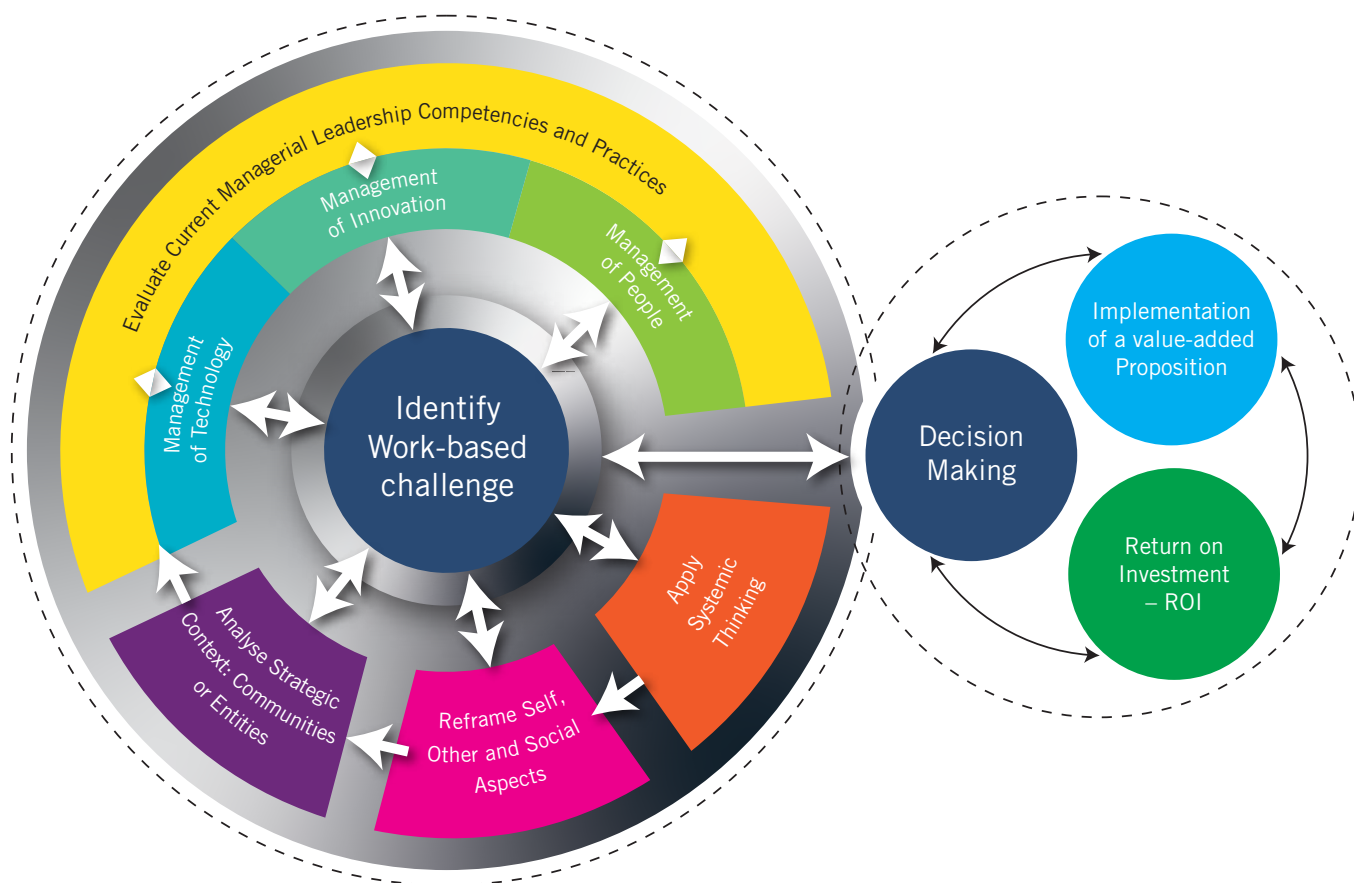
Figure 3: for the TIPS™ Managerial Leadership Implementation Framework

6.4. Celebrate synergised accomplishments - build vitality

Authentic acknowledgment of individual and team performances and contributions, tend to invigorate people (both at an individual and a group level) and to inspire them, to go the extra mile and to do better than what they even thought is possible.

The competence to celebrate self and other accomplishments also encourages individuals and teams to seek feedback and constructive criticism. In this regard the acknowledgment of current shortcomings and challenges are critical to improve and excel individual and team performance. Taking time out to celebrate accomplishments could lead to an increased self-esteem and a sense of commitment to the group or organisation and a higher purpose.

6.5. Co-create meaning (value adding)

Ikigai is a Japanese concept that alludes to the purpose of why one is motivated to get up each day - in other words what makes life worthwhile. The reason for being, answers the crucial question of existence (purpose) for both individuals and organisations. When synergy is found between the individual's ikigai and the organisation's ikigai they both find soul. When soul is found, energy is released back into the system, which could be referred to as engagement. Engagement is a crucial component of high-performance organisational cultures.

Co-creating meaning refers to the competence to choose to approach interaction with others to create a working environment of choice. The fact that meaning is co-created affords an individual the opportunity to find ikigai (purpose), which generates and releases energy back into the system in the form of engagement.

6.6. Co-create direction

Individuals and teams work with greater commitment when they are guided by a vision and believe their efforts can make a difference. By sharing their vision and values, business leaders keep the mission out front, like a beacon, guiding people toward greater achievement.

7. RESULTANT ALTERNATIVE (EMERGING) WORKPLACE REALITIES

The TIPS™ Managerial Leadership Framework is an emerging development construct based on the belief that managerial leadership is ultimately about facilitating a creative networked learning environment. Critical characteristics include being results driven, building on commitment and trust, knowledge, credibility, and a safe-to-fail work culture, conducive to the co-creation of the following emerging workplace realties:

There are three overarching workplace realities that seem to transpire, which are either a coordinated, collaborative and/or a cooperative organisational reality. These realities are underpinned by the exchange of and level of energy flow amongst employees and employers, resulting from the levels of agreement versus the levels of social interaction between them. Important to mention is all these emerging realities each serves a purpose dependent on context and time.

It is important to note that none of these realities should be posited as a singular truth for a singular context because that would promote the possibility of a normalised reality. To this end, the multi-focal TIPS™ Managerial Leadership Framework deliberately intends to promote the possibility of a non-normalised multi-layered reality, which allows for oscillation between coordinated, collaborative and cooperative realities as they may emerge depending on the context.

8. SUMMATION

In summation, the management of technology, innovation and people allow for the emergence of three processes (engagement, alignment, and agility), as a consequence of these processes, nine Managerial Leadership practices may emerge (see section 5). A blend of these practices is utilised to ensure that engagement, alignment, and agility are mobilised. Resulting from the mobilisation of the processes and related practices, six competencies (see section 6) seem to come to the fore, and as a result, there could be three overarching workplace realities that emerge, being either a coordinated, collaborative and/or cooperative workplace reality. These realities are underpinned by the exchange of energy flow because of the levels of agreement versus the levels of social interaction between employees and employers (and other stakeholders at large). These practices and competencies "touch" the workplace realities in a layered sense. Where these practices and competencies 'appear' in either a coordinated, collaborative, or cooperative way, or a combination of all three realities.

For example, the competence to promote experimentation could happen as part of a coordinated, collaborative and/or cooperative reality, depending on the levels of agreement versus social interaction that may occur at any given point in time. However, if a practice or competence is predominantly coordinating in structure, the reliance on the creator (whomever the leader is) is much more onerous from a sustainability point of view as opposed to that same role in a collaborative environment and vastly different in a cooperative environment where all the stakeholders are involved as networked knowledge workers/artisans.

The TIPS™ Managerial Leadership Framework is intended to facilitate and influence the crafting of agile, aligned and engaged employers and employees alike, individuals who would become passionate about co-creating innovative ecosystems, contributing towards sustainable socio-economic and transformation agendas. In view of the afore mentioned framework, The DaVinci Institute developed an implementation framework to not only operationalise the Managerial Leadership Framework, but also to ensure the linkages to real world situations. Refer to Figure 3 for the TIPS™ Managerial Leadership Implementation Framework.
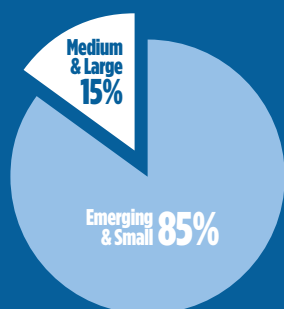
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TT100 BUSINESS INNOVATION AWARDS PROGRAMME
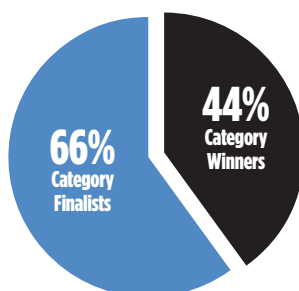
tt100 BUSINESS INNOVATION AWARDS PROGRAMME

ADJUDICATION CONDUCTED PER ENTERPRISE

Medium & Large 15%

Emerging & Small 85%

8 CATEGORIES ADJUDICATED

ACROSS **168** CATEGORY PARTICIPATION:

- Management of Technology
- Management of Innovation
- Management of People
- Management of Systems
- Sustainability
- Director General Award for Emerging and Small Enterprises
- Minister Award for Medium and Large Enterprises
- Innovation Concept

66% Category Finalists

44% Category Winners

365 interested participants reflected interest across the 5 primary categories within the tt100 Business Innovation Awards Programme

A TOTAL OF 34 CATEGORY FINALISTS
were selected following a rigorous online adjudication process

19 CATEGORY WINNERS
were selected from Emerging, Small, Medium and Large

23 Adjudicators across Private and Public Sectors

TOTAL NUMBER
of adjudicated categories per enterprise

24 MEDIUM & LARGE ENTERPRISES

108 EMERGING & SMALL ENTERPRISES

CONDUCTED 5 AWARENESS CAMPAIGNS
across South Africa, African Continent and global

30% OF 2022 PARTICIPANTS
came through the awareness campaigns

INNOVATION CONCEPT
9 SUCCESSFUL INNOVATION CONCEPTS WERE REGISTERED 28 CATEGORY WINNERS.

126 TIPS questionnaire adjudicated

17 Innovation Concept adjudicated

85% of entrants came from Emerging and Small Enterprises

The tt100 Business Innovation Awards Programme (NPC: 2005/014860/08): Directors Benjamin Anderson, Marizanne Burger, Thrishan Naicker
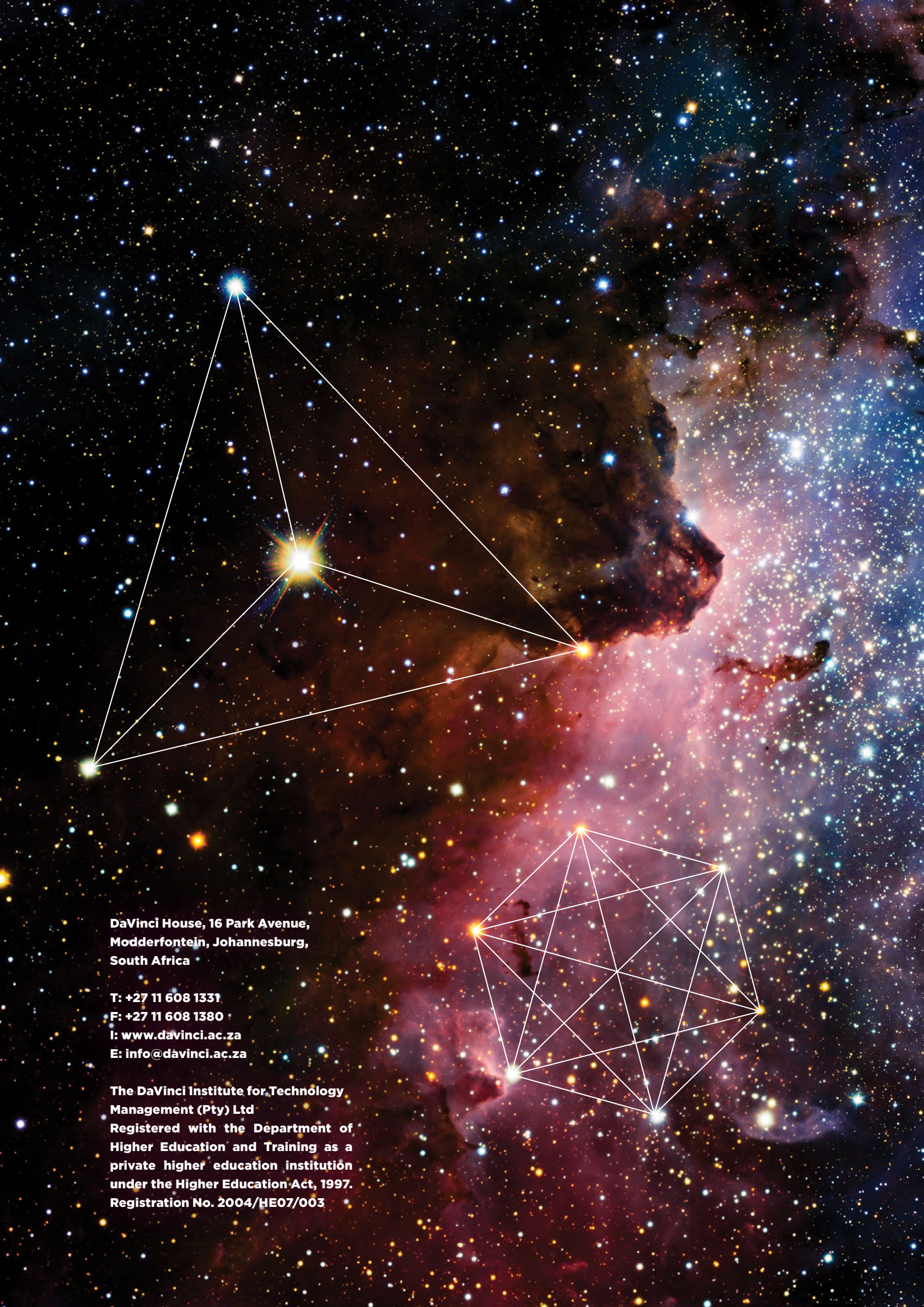
The Technology Top 100 Business Innovation Awards Programme NPC (tt100) was established in 1991 to create an awareness of the role of technology and innovation in South Africa. Since then, the programme has evolved into one of the foremost business awards programmes for organisations interested in advancing the establishment and development of an Innovation Management System. The tt100 celebrates three decades of the Excellence in the Management of Technology, Innovation, and People within a Systemic Context, since 1991 it has created and

celebrated new imperatives that are:

◉ A holistic business initiative
◉ Adding value to all participants through education and coaching programme
◉ Creation of extensive business networking opportunities
◉ A variety of research and knowledge dissemination activities
◉ Business awards programs in Global reach

The winners for the 2022 tt100 Business Innovation Awards Programme in each category are:

	Category
Management of Technology	Category
WHC Water/Hygiene/Convenience	Emerging
iiDENTIFii	Small
VaultGroup (PTY) ltd	Medium
FlightScope (PTY) ltd	Large
Management of Innovation	Category
WHC Water/Hygiene/Convenience	Emerging
iiDENTIFii	Small
VaultGroup (PTY) ltd	Medium
FlightScope (PTY) ltd	Large
Management of People	Category
WHC Water/Hygiene/Convenience	Emerging
iiDENTIFii	Small
Aziatron (PTY) Ltd	Medium
Management of Systems	Category
Tlotlokgolo Business Investments	Small
Analytics Advertising	Medium
Sustainability	Category
WHC Water/Hygiene/Convenience	Emerging
iiDENTIFii	Small
Aziatron (PTY) Ltd	Medium
TT 100 Innovation Concepts	Category
Fio Science Virtual Hub (Fio Science)	Emerging
Speak Up (Tears Foundation)	Emerging
The Gugu Energy Solution (Gugu Corporation PTY Ltd)	Emerging
Business Development App (Independent ICT Consultant)	Emerging
Automated Lifestyle Assessment and Background Screening (Corporate Insights PTY Ltd)	Emerging
iiDENTIFiin Face Recognition (iiDENTIFii)	small
From Waste to Value (Tlotlokgolo Business Investments)	small
PopVault (Vault Group PTY Ltd)	Medium
Smart Facial Recognition Access Control System (Aizatron PTY Ltd)	Medium
Director General and Ministers Award for Overall Excellence	Category
WHC Water/Hygiene/Convenience	Emerging
iiDENTIFii	Small
Analytics Advertising	Medium

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