

# RESEARCH REPORT 2020





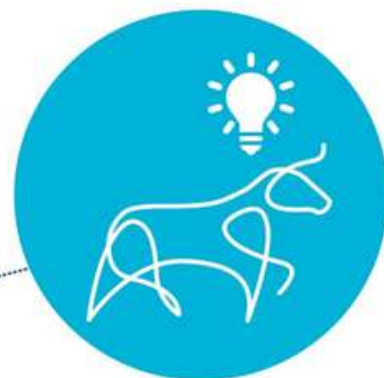
## DREAM

Influence the co-creation of sustainable societies



## PURPOSE

Growing agile, aligned and engaged leaders



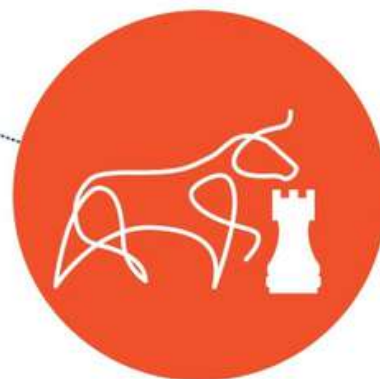
## PROMISE

Co-creating realities



## STRATEGIC INTENT

To strengthen the growth of agile, aligned and engaged leaders, who co-create innovative ecosystems and sustainable transformational societies



## CORE PRINCIPLES

- Being curious
- Seeking truth
- Leveraging interconnectedness
- Awakening the senses
- Taking responsibility for crafting just and dynamic societies
- Embracing holism and living harmoniously
- Appreciating the shadow
- Mastering balance with integrity







## POSTGRADUATE RESEARCH PHILOSOPHY AT THE DA VINCI INSTITUTE

Outside of the contribution towards knowledge, postgraduate research at The Da Vinci 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 a 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 Da Vinci 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 to be 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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# 1 | FOREWORD: EXECUTIVE DEAN: RESEARCH AND INSTITUTIONAL PARTNERSHIPS



# 1 | FOREWORD: EXECUTIVE DEAN: RESEARCH AND INSTITUTIONAL PARTNERSHIPS

This research report encompasses our successes during the past year, in delivering high-impact, quality research within a global context. We believe that research is critical to the wellbeing of society and the planet we inhabit. It is what drives advancement and development – from jobs and technology to economics and health. It informs understanding of ourselves as individuals, as communities, as countries and as part of the global community.

Higher Education is generally accepted as a key driver of development in societies. As such our Strategic Research Plan 2021-2025 is focused on creating knowledge that addresses practical situations, probing problems and opportunities to bring change – aimed at innovation to benefit societies. Fundamental to responding to these expectations is the ability to provide relevant information and knowledge to enable the understanding of these changes and support innovation to optimise the benefit of the opportunities created in these contexts. Our research efforts are critical to ensuring The Institute maintains the quality and relevance of its curriculum, further developing our graduates in the world of work and ensuring research conducted has a relevant return on investment. It is also worthwhile to mention that we received accreditation for three new programmes, namely a Postgraduate Diploma in Business Leadership, a Master of Business Leadership and a Doctor of Business Leadership.

Considering the complexity and integrated nature of opportunities and challenges in the current era, identifying interdisciplinary and growing transdisciplinary solutions remain imperative ensuring social accountability. Supporting the focus on the implementation of these methods, The Institute is in the process of establishing a few research centres to focus research initiatives, driving international research in Africa and the world, while ensuring appropriate alignment and integration of disciplines. For us, it remains important to ground our research in deep disciplinary and technical expertise, as we continue to strengthen our transdisciplinary approach, with a focus on problem probing, rather than problem solving, as required in the era of the 5th Industrial Revolution.

Good progress has been made during the past year in building national, continental, and international research partnerships with institutions that align with our Da Vinci values and principles. The Institute also joined the South African Business School Association (SABSA) interacting with the Association of African Business Schools (AABS), the Chartered Association of Business Schools (CABS) and the Association to Advance Collegiate Schools of Business (AACSB) to name a few.

Various initiatives were undertaken during the past year to further develop an institutional infrastructure research ecosystem that is responsive, integrated, and efficient to support our researchers. We offered a series of publishing webinars and research seminars dealing with various research related aspects as well as capacity development workshops to strengthen scholarly activities amongst students and staff. Serving our students, faculty, and supervisors we hosted a range of discussions to deepen the discourse. Developing early career researchers, various preparatory workshops were also scheduled. We introduced a quarterly supervisor forum to further the academic debate and approach to postgraduate research. In our monthly Curiosa sessions we continued to deconstruct the challenges and opportunities provided by the increased complexities in the 5th Industrial Revolution in a cooperative manner.

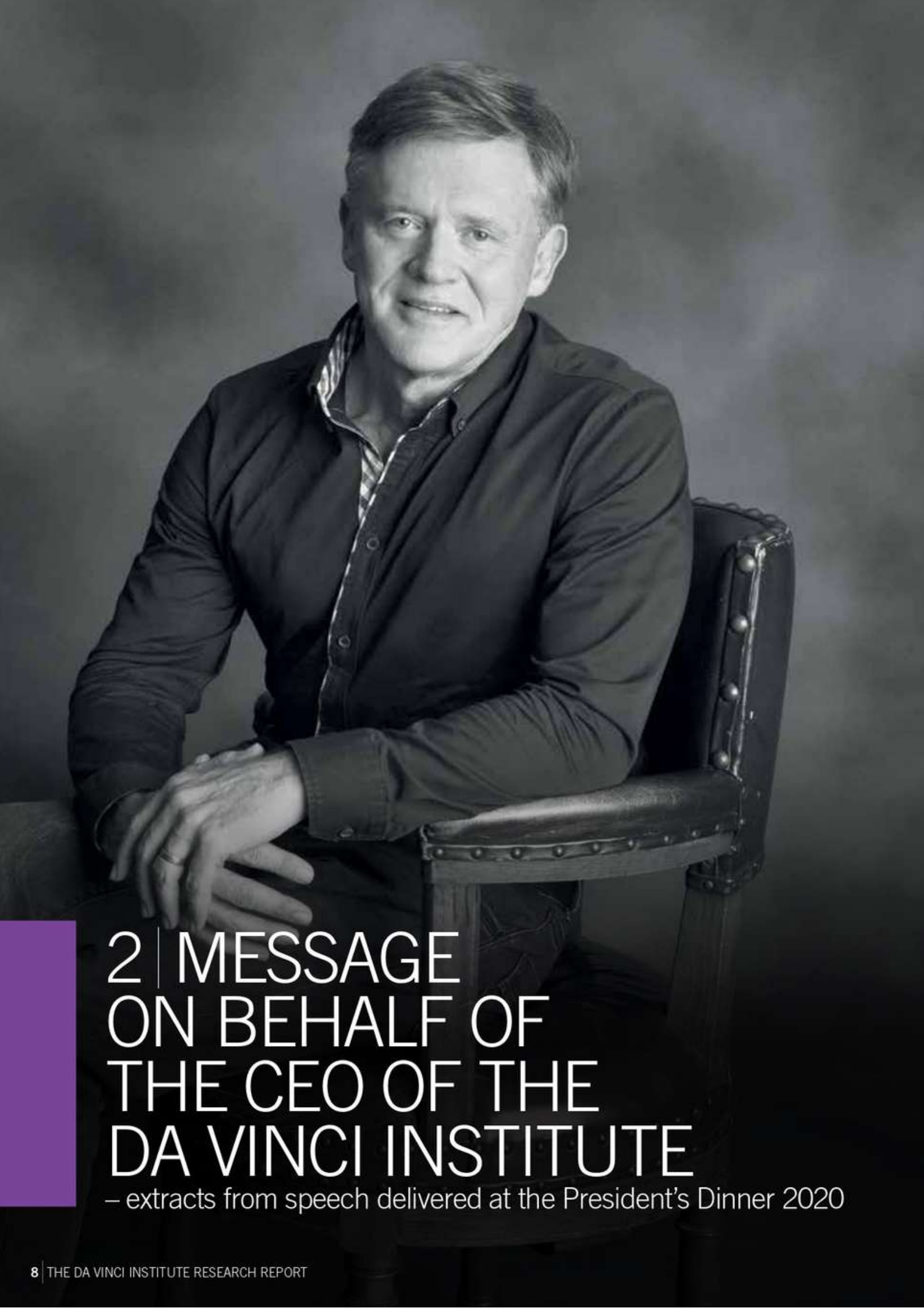
The Institute has excelled in its involvement and engagement with the research community and other universities, not only in South Africa but also around the globe. These communities continue to be a foundation for research inspiration. To this end, several academic staff served on different editorial boards, professional bodies and acted as external examiners to other universities. The high esteem in which The Institute's academic staff and supervisors are regarded by their peers, make these types of interactions and service with academic and professional communities possible, which is a clear demonstration of the capabilities that service within The Institute. We are often mentioned amongst the best institutions in the area of Managerial Leadership for the quality, depth, and volume of our research output. During the past year students, faculty and alumni published several papers in peer-reviewed academic journals, working papers, thought pieces, books and case studies over and above presentations at conferences and being invited to radio talk shows and interviews.

I wish to congratulate each member of staff, our students and alumni on their research contributions and achievements over the past reporting period. These efforts are essential to develop and intensify our research base to ensure we meet the objectives of this REMARKABLE institution of which we form part of. The quality of our research is arguably even more impressive than the quantity of our great minds.

I trust that you will enjoy reading the 2020 Research Report and appreciate the human minds and hearts inspired to engage in these scholarly activities with a desire to make a meaningful difference to the world we live in.

**Professor HB Kloppe**  
**Executive Dean: Research and Institutional Partnerships**  
**The Da Vinci Institute**





# 2 | MESSAGE ON BEHALF OF THE CEO OF THE DA VINCI INSTITUTE

– extracts from speech delivered at the President's Dinner 2020



## 2 | MESSAGE OF THE CEO AND PRINCIPAL OF THE DA VINCI INSTITUTE

For those of you that have been part of The Da Vinci Institute for some time, you may have sensed that the rhythm at Da Vinci has changed - changed significantly. In the last 18 months, The Institute has been fortunate to engage with great minds, great educators, great industry practitioners and great academics. You have hopefully been part of that and even in my engagement as a supervisor, I experience a different rhythm. The research office has a clear vision and direction where it needs to go. There is currently, a national audit of Doctoral qualifications in this country, being spearheaded by The Council on Higher Education, this process unknowingly brings great reflection and perspective of the Doctoral qualification.

In my own examination of Doctoral programmes and thesis, as an examiner and reviewer, what I am challenged with of late is that the logical argument is not pronounced. There is a document, desktop research, there is even an attempt to methodology but when I assess them as an external examiner from institutions all around, I miss the logical argument and the voice of the Doctorandus, and when I listened to, and read your abstracts, I really could get a picture of the journey you followed. I am quite convinced with the support of the colleagues of The Institute that the quality of the logical and critical argument is becoming more pronounced. I am looking forward to how you will impact and let society understand your voice because we need it!

In closing, I recently read the statistic that the World Wildlife Foundation has published that the biodiversity that existed in 1970, by the year 2016, which is only 4 years back, has decreased with 68%. That means 68% of what was, is no more by 2016, and yet we as an institution, in our brand positioning, make it profoundly clear that we focus on contributing to the development of a sustainable

society. I say to you that I am saddened by that statistic, and I am asking myself, what are you and I doing to rewind that, if possible, in anyway? What are you and I doing to rewind and revisit the loss of 68% of what was left in 1970? What do we argue from wherever we are in society, and you represent many different spaces? How do you argue to sustainable development? What do we argue from wherever we are in society (you represent many different spaces)? How do you argue to sustainable development? Do you get up in the morning and think what am I going to do to contribute to sustainable development? or are we trapped in our procedures and processes, are we so accustomed to our known realities as if we know all the analysis, and therefore, we assume we understand the system and therefore we think we in control?

I hope you have a deep awareness that there is a lot of work to be done, a deep awareness that the system is broken at many different levels and you and I are participating in that system. We are either in some way fuelling the bad energy in that system or we are challenging it. I hope each of you will have your voice and cherish that moment. I hope your loved ones and all those around you will remind you - What are you going to do with this? What are you going to give back to society? (the people you do not need to know but which you may know - they are out there) What are you going to give back to society? I know it is a complex subject and I know many people will say let the scientists work it out - well you are the scientists. Hence, I call on you and expect from you as a fellow Doctorandus: Let us have the conversation!

**To hear Professor Anderson's speech at the 2020 Da Vinci Institute's President's Dinner go to:**  
**<https://www.youtube.com/watch?v=Hr3-IH5vDuM>**



# 3 | EXTRACTS OF THE MESSAGE OF THE PRESIDENT OF THE DA VINCI INSTITUTE

– extracts from speech delivered at the President's Dinner 2020



### 3 | EXTRACTS OF THE MESSAGE OF THE PRESIDENT OF THE DA VINCI INSTITUTE FROM SPEECH DELIVERED AT PRESIDENTS DINNER

.... I want to share with you some insight from a leadership perspective that we have experienced in SARS, and the leadership lesson really is that just because you enter into unprecedented times and because you enter into uncharted waters, does not mean you must be without a plan, even if you have to make up the plan every day. There are three insights, which allowed us not only to weather the crisis of the Corona virus but to actually step up our performance and accelerate our journey of transformation, but it is because there were three things that were clear to us. The first is, we had clarity of purpose, we did not only focus on what we do, what our legal mandate is, but we were very clear that we exist to serve a higher purpose, which is that the work we do transforms the lives of ordinary South Africans.

If we do our work well, we can allow the employment of frontline workers to care for people who are affected and inflicted, we allow through the work we do for grannies to get a monthly pension, without which they would be destitute, little boys and girls to go to schools and hopefully one day realise the dream of safe toilets where they do not lose their lives simply for wanting to go to the loo, and that is what we speak to ourselves about every single day. Our purpose, above everything, is what wakes us up every morning.

The second thing we had clarity of, is clarity of intent. We knew what we intended and how we intended to deliver on our mandate... we were clear about our strategic intent. The third thing we had clarity of, was clarity of vision, we knew what we wanted SARS to look like in the future and because of that when we had to change our plans for 2020, we did it on the foundation of clarity of purpose, clarity of strategic intent and clarity of vision...

...Today is the beginning of your contribution through the work you have done, as to how you want to see this world being a better place. Remember the words of Elliot through the mouth of Lawrence of Arabia, when he went back to go save someone and the commander said, "you cannot go back, it is written that we must go forward, and if he is going to be lost, it is written that he must be lost" and Lawrence of Arabia said, "nothing is written", and so today for every single one of you, nothing is written, you will take a blank page, you will proceed with clarity of purpose, clarity of intent and a clear vision of the world you want to see and write whatever you decide you want to write on it because for you and your life nothing is yet written.

**To hear Prof Kieswetter's full address at the 2020 Da Vinci Institute President's dinner go to:**  
<https://www.youtube.com/watch?v=id1JqVsxtyas>



# 6 | RESEARCH AND POSTGRADUATE OFFICE





**Prof HB Kloppe**  
Executive Dean: Research and  
Institutional Partnerships



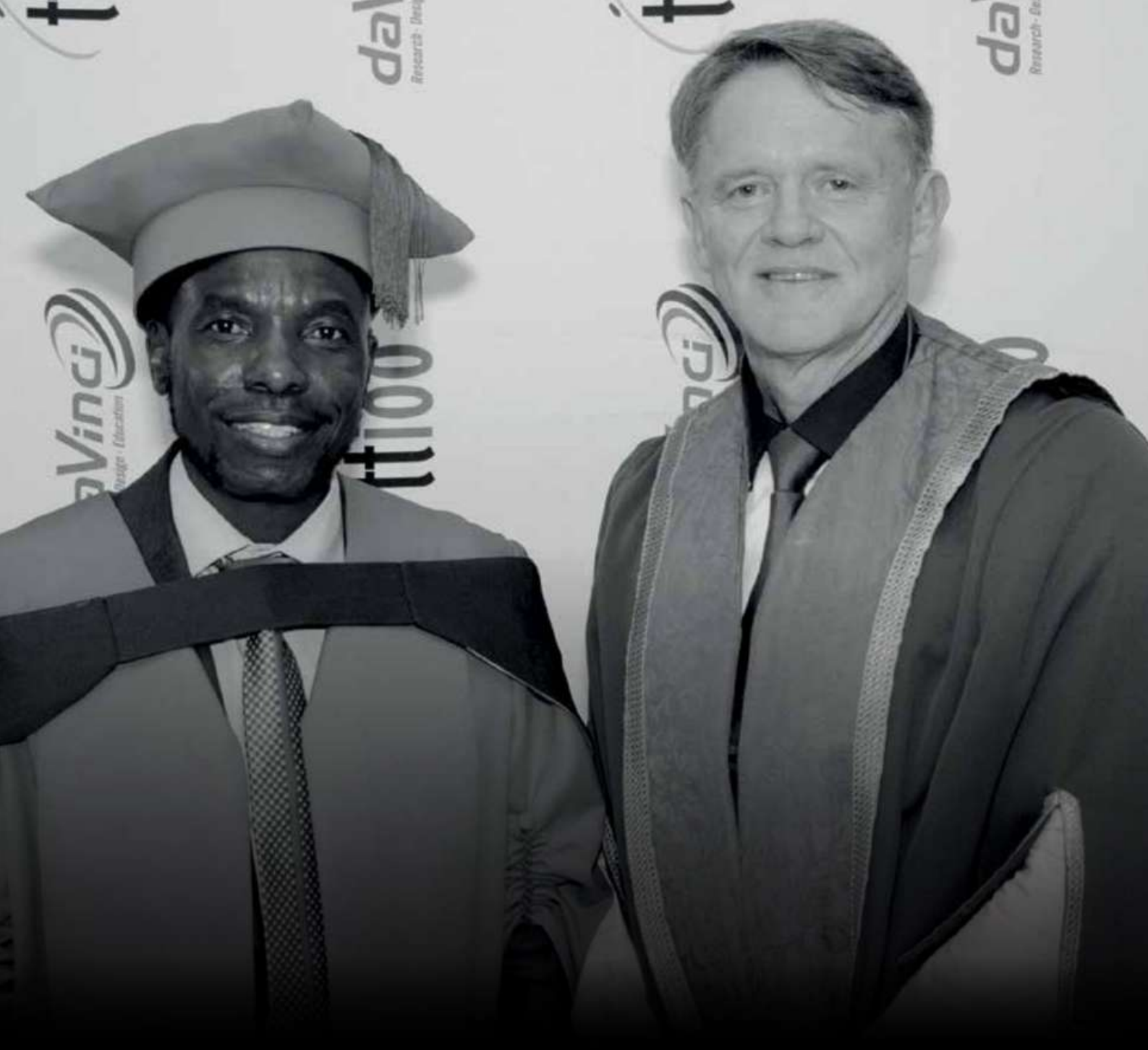
**Mrs Rinaka Moodliar**  
Programme Convener



**Mr Tumi Pitsie**  
Programme Convener



**Prof Paul Singh**  
Researcher



# 7 | INSTITUTIONAL RESEARCH OUTPUT:

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## NQF LEVEL 10



**BHAGALOO, Indira**

*Thesis: Evaluating the transfer of learning through a collaborative learning framework: a case study of a South African retail bank*

**Abstract:** This study reports on a case study conducted at one of the five leading South African retail banks, intended to critically examine factors that enable the transfer of learning in the organisation, and evaluate if collaborative learning interventions enable sustainable strategic organisational shifts. The study aims to evaluate the impact of a collaborative learning intervention to enable sustainable strategic organisational shifts.

The study followed a qualitative research approach using inductive reasoning and the purposive sampling method, whereby 70 sales consultants and 50 sales leaders were selected for personal interviews using a semi-structured questionnaire. The participants were from ten regions/divisions/channels, namely the Free State and Central region, Gauteng, Gauteng Central region, Gauteng South and East region, KwaZulu-Natal region, Limpopo and Mpumalanga region, Management and Support Services division, Sales Fulfilment division, Tshwane and North West region, and the Western Cape region.



The findings lead to the need for systems thinking that help develop basal frameworks of applied learning and the attributes that enable learning. The findings resulted in the development of a learning framework that could be applied in organisations that desire to use learning interventions to change behaviours that enable strategic organisational shifts. The framework could also be used as a compass for a collaborative systemic leader-led approach to learning, by identifying roles and responsibilities, defining design principles, and measuring the impact of the intervention.

**Supervisor: Prof K Govender**

**Co-supervisor: Dr J Dickinson**

## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION



**DHLOMO, Phumelela Ezrah**

*Thesis: Creating a sustainable competitive advantage through reputation management for small-medium enterprises in the tourism industry in Gauteng province, South Africa*

**Abstract:** Though small-medium enterprises play a significant role in economic development; they tend to be ignored when needs arise to design sustainable competitive strategies for their long-term survival. Over the years, research studies on the concept of reputation management have been focused on large corporations with an aim of establishing what could be regarded as reputation and/or reputation management. Very little work was done previously to establish how reputation management affects the SMEs; thus, a gap was identified motivating this study to investigate the influence of reputation management in creating a sustainable competitive

advantage for small-medium enterprises operating in the tourism industry in Gauteng province, South Africa. A positivist research philosophy was adopted and used in this study. This quantitative study collected data through the use of a questionnaire and analysed using advanced statistical analyses.

The study established a strong relationship between organisational identity, reputation management compared to sustainable competitive advantage. A strong positive relationship between organisational identity, reputation management compared with business performance was also revealed in this study. The study also revealed a strong positive relationship between sustainable competitive advantage and business performance. The study revealed that there was no relationship between resources and capabilities and business performance.

The study recommended that SMEs could make use of reputation management to obtain a sustainable competitive advantage and ultimately achieve business performance, through two ways: 1) using the model showing the strongest positive relationship between constructs, and 2) use of constructs that showcase the moderate positive relationship between the constructs. Thus, the study suggested a reputation management framework for small- medium enterprises.

**Supervisor: Prof N Chiliya**



**DU TOIT, Petrus Johannes**

*Thesis: Transformatology: The art and science of enhancing continuous change*

**Abstract:** The aim of the research study was to propose an alternative framework for enhancing continuous change as an ongoing change management instrument. The objectives of the study were quadruple. In the first instance it was to determine the elements that would encourage the endurance of continuous change initiatives, secondly to establish the role of the managerial leader during change occurrences, thirdly to develop intelligence for affection, cognition and behavioural traits as characteristics of a multi-dimensional change construct, and lastly, to formulate the components that would constitute the proposed framework.

The study followed a qualitative approach as the mode of inquiry based on the subjective-relativist ontological perspective of the researcher, who used a system-thinking lens as an interpretive-constructivist epistemology to explore the research questions. The study sought to place a different perspective on the field of change management in that change is much deeper rooted than simply altering structures, processes and systems in organisations causing people to change their behaviour.

The study concluded that change is ongoing as opposed to its linear phenomenon in both organisational and societal contexts. In addition, the findings that emerged from the research contextualise change as a systemic, complex and holistic phenomenon. The complex holistic concepts

of change traverse disciplinary boundaries in the fields of behavioural and business management, encompassing interconnected and interdependent components that materialise in a change fractal. These components of the proposed conceptual framework that occur as a change fractal are the transformation-thinking perspectives of the individual, change as an ongoing journey and the role of the managerial leader in change. The emergent framework for enhancing continuous change as an ongoing change management instrument manifested in a workable and practical framework that may guide and assist managerial leaders toward enhancing continuous change.

**Supervisor: Dr R Blom**



## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION



**ELLAPPA, Dan Munsamy**

*Thesis: The role of managerial leaders within high-performance organisations: the development of a conceptual framework*

**Abstract:** Despite the advances of research on high-performance organisations over the past three decades, there seems to be a lack of enabling managerial leadership frameworks that could be utilised by managerial leaders to enable the emergence of high-performance organisations. The paucity of relevant frameworks is particularly evident within developing socio-economic contexts.

The purpose of the current research study is to contribute to the design and development of a managerial leadership framework that could facilitate the emergence of high-performance organisations. The study heeds the call for an integrated framework aimed at enabling managerial leaders to advance the emergence of high-performing organisations.

This research study gathered insights using a grounded theory approach. Data was gathered through in-depth semi-structured interviews and focus group interviews. The analysis resulted in the emergence of seven comprehensive themes in applying a grounded theory approach. Subsequently, the themes informed the design and developed an integrated conceptual managerial leadership framework that could facilitate the emergence of high-performance organisations. The proposed integrated conceptual managerial leadership framework provides a dynamic and interconnected set of concepts managerial leaders could apply within the complexity of any organisation. Thus, this research study contributes to the research fields of organisational leadership, development and change and offers possibilities for future research on the application of the framework.

The research findings resulted, amongst others, in the development of practical tools for use by prospective managerial leaders and practitioners in the process of enhancing the emergence of a high-performance organisation. The tools include a conceptual framework generated from the seven comprehensive themes, as well as a set of high-performance metaphors to be utilised to enable high performance. The tools can be applied by practitioners to engage organisations in meaningful and purposeful conversations towards high-performance within a developing socio-economic context. These advancements are intended to add value to the scope of existing knowledge regarding high-performance organisations.

**Supervisor: Prof B Anderson**



**FALALA, Sifiso**

*Thesis: The development of a competency framework for chief executive officers of state-owned enterprises in South Africa*

**Abstract:** This study sought to establish a framework for the measurement of competence of the chief executive officer (CEO) of a state-owned enterprise (SOE). The study sought to identify and explain the variables, or individual competencies, that, taken together, can provide a substantive measure of a chief executive officer's competence. Three of the largest and most economically significant SOEs, Eskom, South African Airways (SAA) and Transnet were chosen as case studies. Apart from their economic and strategic national importance, the three SOEs were also in the public domain, with SAA and Eskom affecting significant numbers of households and businesses directly. Transnet, followed by Eskom, employed the largest number of staff, among the SOEs in South Africa.

Mixed-methods were used sequentially in the form of focus groups, in-depth interviews and structured questionnaire surveys, administered partly face-to-face and partly telephonically. The qualitative methods sought to define, break down and organise the respondents' understanding of competence. The qualitative research respondents were management in the top three tiers of the companies they worked for, sourced from both the public and private sectors, using convenience sampling methods. The respondents in the structured interviews were employees of SOEs, customers of SOEs, suppliers of SOEs and business peers, or interest groups such as business chambers.

This study contributes towards the understanding and measurement of CEO competency in SOEs, introducing a unique framework with 19 attributes (competencies) as well as an abridged framework with six competencies. A scoring table of the top ten competencies, usable for annual appraisals, is provided with the weighted scoring criteria of various aspects contained in the framework. The relative weights associated with each competence were statistically derived using the regression analysis output.

**Supervisor: Dr G van Rensburg**



## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION

**JANSE VAN RENSBURG-WELLING, Johanna Catharina**

*Thesis: Accessible career paths for students with different degrees of hearing loss at the National Institute for the Deaf*

**Abstract:** Hearing loss is referred to as an invisible disability because unlike physical disability, hearing loss is not observable by the layman and requires expert consideration, especially in the early stages of life. As such it presents unique challenges to those affected and the people and organisations that provide appropriate training and support for them. In South Africa there is a large population of people who are faced with the challenges of having limited access to education and the resulting poverty. While there have been studies on the education of school learners with different degrees of hearing loss, no studies have been made on the post school training and employability of deaf students. A case study research model that included a mixed methods approach was used to investigate how people with different degrees of hearing loss could best be served in training and finding employment. The site of this study was the National Institute for the Deaf (NID) in South Africa, a Non-Profit Company and a registered Public Benefit Organisation. The NID has positioned itself as an organisation that offers and delivers a diverse range of services exclusively for people with hearing loss.

The investigation occurred in five phases, namely: document review and literature study; analysis of the training model in use (NID College Model); development of two Industry Training Models; piloting the two Industry Training Models; analysis of the success of the two new models of training. The research was mainly qualitative in nature and included a variety of qualitative methods including document review, semi-structured interviews, development and piloting of the two models of training, and assessing the reactions of various stakeholders to the two new models. Some quantitative elements were included. The research was placed within an interpretive (constructivist) paradigm, purposeful sampling



allowed for information-rich participants who could provide authentic information. There were six groups of participants in the research, namely: (1) students studying on-campus (the NID College Model); (2) students studying off-campus, but enrolled at the NID (both Industry Training Models); (3) alumni of NID who had been part of previous work-placement initiatives; (4) facilitators of the NID; (5) staff members of the NID Integrated Support Services, and (6) employers of NID alumni.

As a recommendation a new inclusive sustainable training ecosystem is suggested in which students are trained off-campus on the site of a business that offers additional training from industry experts and envisages absorbing as many alumni as possible.

**Supervisor: Dr J Mitchell**

**Co-supervisor: Dr W Goosen**



**LEITCH, Guy Drummond**

*Thesis: Air connectivity conceptual models to address the allocation of resources to African air transport*

**Abstract:** This study had two broad objectives: The first objective was to propose a broad conceptual model to quantify the challenges confronted by the African airline industry. The second objective was to identify the challenges which inhibit the industry's ability to provide the required level of air transport connectivity and use the proposed model to prioritise the challenges as the basis for a remediation strategy.

An interpretivist philosophical assumption informed this study, resulting in the use of an inductive reasoning approach. The study is exploratory in nature, and data was collected, analysed and interpreted through a mono-qualitative research method. Open-ended questions were derived from the literature and used as prompts for interviews with airline industry CEOs. Data was also collected from industry reports, conference proceedings and connectivity metrics, enabling triangulation of the data.

The study proposed a conceptual model to enable policymakers to contextualise air connectivity and economic growth. The study then proposes the African Air Connectivity Model (AACM). This model enables the challenges facing African air connectivity to be quantified for application to the conceptual model. The study's findings as to the challenges facing the African air transport industry revealed that: lack of air route liberalisation, management weaknesses, state protection, lack of competition, connectivity challenges, and the need for partnerships, were key challenges faced by the industry. Despite a shortage of data, it was possible to pilot-test the model by applying it to an Ethiopian case study over a ten-year period. The key finding from this case study was that a U\$4.8 billion investment in air connectivity may be associated with a U\$50 billion increase in GDP, providing an approximate 10 times multiplier on the initial investment.

With due regard to the problems of causality in relating air connectivity to GDP, the pilot-test of the AACM model enabled a quantification of how improved air connectivity reduces distance in the Gravity Model of Trade, enabling less-connected places to specialise and improve their competitive advantage and participation in global value chains. The study prepares the ground for more specific African air connectivity modelling in order to broaden the scope of further cost-benefit analyses for best-practice solutions. Quantifying the benefits of air connectivity improvement may serve to motivate a project management approach to address the challenges to air connectivity on the basis of informed decisions taken by policymakers on how and where best to invest limited resources.

**Supervisor: Prof J Chigada**





## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION



**MUOFHE, Mboneni Leonard**

*Thesis: Bridging the innovation chasm: how South Africa can retrieve itself from the conundrum*

**Abstract:** In this study, the researcher critically analysed and evaluated South African science and innovation policies and strategies as well as their implementation approach. The policy implementation approach was compared with approaches of selected countries. An interpretivist/constructivist research paradigm was adopted. The analysis of literature and policies was complemented with interviews and qualitative surveys. Several case studies were also considered in order to establish ways by which innovation can be used to enhance the impact and return on investment from research in the South African economy.

The research findings confirm that the innovation policies that were developed from 1994 to date and the related sector-specific strategies are good and compare well with those of advanced and other emerging economies. However, there are considerable fault-lines when it comes to implementation and the relevance of policies to local challenges. It is clear from the findings that in both policy formulation and in implementation there is limited application of systems thinking. This shortcoming manifests itself through poor intergovernmental coordination, fewer engagements with the private sector, civil society and

communities at large. The innovation chasm as a 'wicked problem' requires high level of consultation and coordination. Most critically, this study demonstrates the need to review the process of policy formulation and implementation which is centralised at the national level to start including provinces and local government. Inclusive planning will enable effective decentralisation of policy and strategic implementation and build the culture of accountability at local level.

This research further proposes a framework for policy formulation and execution that is inclusive and systemic if the South African science system is to achieve the vision stated by the Department of Science and Innovation. The framework appreciates the interdependencies that are part of the 'wicked problems' and it systematically balances the interest of all stakeholders towards a national goal of a prosperous nation through science. The framework also guides policymakers on deciding which interventions could be supported and funded in different provinces in order to minimise implementation failure and a lack of socio-economic impact. Most importantly, the framework promotes localisation of innovation systems that can help facilitate the bridging of the innovation chasm and bring about direct employment and economic opportunities at local (district) level. The study also recommends the development and implementation of a domestic innovation procurement policy to stimulate the demand for local innovations by making it attractive for both government and private sectors to procure home grown innovations.

There is evidence that the proposed framework can also enhance South Africa's timely response to emerging challenges such as the COVID-19 pandemic. Parts of this framework were deployed with success to address the shortages of Personal Protection Equipment (PPE), ventilators and testing kits through local manufacturing. The framework is also being used to guide the implementation of the Sovereign Innovation Fund which has just been recently launched to support technology commercialisation.

**Supervisor: Prof R Marcus**

**Co-supervisor: Dr B Day**



**NAICKER, Premie**

*Thesis: Integral African feminine leadership pioneering an African way of individual, organisational and community development: the case of GreenSkills Enterprise-in-Community*

**Abstract:** The aim of this research-to-innovation journey is to understand, as well as to conceptually and practically enhance how South African and African feminine business leaders are developing themselves as well as their organisations for sustainability in the 21st Century. The purpose of this research-to-innovation journey is to illustrate the process of building an integrated leadership and organisational model by building self-awareness and self-reliance and to explore processes to strengthen women's authentic power and to expand their influence in leadership roles. The research methods and methodology employed follows the Eastern Path of Renewal of Lessem and Schieffer's approach to Integral Research. In addition to the four levels the study engaged at both the individual and collective level by using the 4 C's trajectory of call, context, co-creation and contribution as well as the CARE trajectory of community activation, awakening consciousness, transformative research, and transformative education and enterprise research design.

The individual and collective context was further explored with the help of the Four Trans Framework, embracing transpersonal, transcultural, transdisciplinary and transformational perspectives, with hermeneutics as the research methodology underpinning this contextual foundation of the Eastern Path of Renewal. This methodology assisted in further discovering the imbalances and the untapped potentials in order to develop practical solutions on how to address the imbalances. In addition, the study employed critical theory as emancipatory research critique as well as variations of feminist based research methodologies to investigate, analyse, and subsequently developed a dual model of an integral African feminine leader and an integral Enterprise-in-Community framework. The study further also turned to John Heron's Co-operative Inquiry (CI) action research methodology for individual and collective contribution which evolved around the four modes of knowing - experiential or empathetic knowledge; presentational or imaginal knowledge; propositional or conceptual knowledge; practical knowledge and related it back to the dynamic internal spiral process of the gene rhythm, embedded in the integral worlds approach.

Through the process of engagement with the CI groups, which included data collection and data analysis, a new model and process was developed and translated into a pilot programme which was tested with the CI groups by going



through iterations of action reflection cycles which helped to collectively unearth and address some of the specific burning issues in relation to:

1. Women empowerment and diversity in corporate South Africa
2. Rising level of unemployment and economic inequality amongst women and youth
3. Education and Skills Development
4. Lack of Technology and Social Innovation skills for women and youth
5. Lack of feminine leadership in business and in the Information Technology (IT) space

In addition, the study considered how the dual systems of integral African feminine leadership and integral enterprise-in-community could be combined in practice by applying them to GreenSkills. This integration took place through a dynamic fourfold process, called the four A's of assessing, aligning, augmenting and applying. This process served to practically bring together and activate the concept base developed in this research-to-innovation into a new integral African Feminine Leadership (iAFL) framework to release the Gene-i-us of the African feminine leader depicted by the mythical Sankofa bird as an African symbol of feminine renewal and leadership. In addition, such steps helped to work consciously and collaboratively towards institutionalising the integral GreenSkills Enterprise-in-Community framework.

**Supervisor: Prof A Schieffer**

**Co-supervisor: Prof R Lessem**



## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION

**NDUDZO, Chipo Joginah**

*Thesis: African enterprise renewal towards an integral enterprise: the case of Providence Human Capital in Zimbabwe*

**Abstract:** This thesis sought to articulate at once a profound scholarly critique of the colonial thesis apropos the economic and indeed business failure in Africa in general and Zimbabwe in particular and proffer a practical solution thereof. This is delivered through a careful and thoughtful articulation of an African enterprise renewal premised on the integral development approach. This integral development approach takes seriously the rich endogenous economic and business knowledge passed from generation to generation. Thus, this thesis departs from the conventional knowledge generation and knowledge production discourses and adopts knowledge cultivation approach. At the core of knowledge cultivation is the radical decolonial epistemic perspective of rethinking thinking itself particularly the conventional classic economic thought and business approaches cascading from external experts, think tanks and multilateral financial institutions such as the International Monetary Fund (IMF), World Bank (WB), World Trade Organisation (WTO) and many others.

This thesis' contribution to knowledge is four-fold. The first is a clear methodological intervention premised on autobiographical life-journey (inner-calling) as a form of self-knowing in the making of a successful female business entrepreneur imbued with humanistic business practices that undercut the capitalist drive for profits through exploitation of human labour. The second contribution is the epistemological and indeed theoretical innovation predicated on a decolonial, Afrocentric, and humanistic Integral Worlds approach which enables not only a paradigmatic shift from epistemologies of the North to the epistemologies of the South but also effective use of such new Africa-centred concepts that bring endogenous knowledge, community, culture and consciousness into the business. The third contribution to knowledge is the practical and empirical innovation symbolised by a case study of a successful formation and operation of an African business enterprise known as Providence Human Capital within a constrained environment of Zimbabwe. Providence Human Capital is a



paradigmatic example of the implementation of the Integral Worlds approach. The final contribution of this thesis is in the realm of ideological innovation predicated of a systematic and consistent push to transform human consciousness, mindsets, self-perceptions, and how to relate self to society (co-creation of life).

The major finding of this thesis is the practical possibility of setting afoot business renaissance in Africa in general and Zimbabwe in particular. As a result, what is emerging from this thesis is that, through investment on community activation and awakening of human consciousness, the liberation of community from poverty, scarcity, and dependence on handouts is very possible. What is consistently and systematically demolished is the irrelevance of 'conventional enterprise' approaches which do not emerge from African epistemic, historical, and cultural contexts. This thesis provides a successful example of an African enterprise in practical economic decolonisation and self-empowerment spearheaded by a woman who genuinely engaged in the painstaking decolonial journey of learning to unlearn in order to relearn.

**Supervisor: Prof R Lessem**

**Co-supervisor: Prof A Schieffer**



**NYAWO, Patience**

*Thesis: The development of an integrated framework for organisational culture, employee creativity and innovation in two Zimbabwean manufacturing companies*

**Abstract:** This study was motivated by the need to determine the impact of organisational culture on employee creativity and innovation in a slow growth economy like that of Zimbabwe. The research design/ methodology for the study was quantitative for phase 1 of the study and qualitative for phase 2 of the study. In the quantitative part, questionnaires covering organisational culture, employee creativity and innovation were sent out to employees at two Zimbabwean manufacturing companies. Factor analysis statistics were used to reduce many latent factors to a few manifest factors for the three variables, namely, organisational culture (independent variable); employee creativity (dependent variable) and innovation (dependent variable). A multiple regression analysis was also performed. The quantitative results discussion pointed to an immensely powerful correlation between employee creativity, organisational culture, as well as innovation. Quantitative data results also indicated that companies must create a culture that helps them to tap into employee creativity and innovation for commercial and societal financial good.

In the qualitative part, the analysis of the interview responses was done by using the Tesch's (2013) method, using ATLAS.ti. The researcher's insight yielded 15 categories and 70 subthemes on the relationship between organisational culture, employee creativity and innovation.

The qualitative data indicated that employees need to be empowered, listened to, and protected from fear and reprisals should certain innovations not succeed. Two-way communication, quick decision-making, research based on technology and the internet of things were some of the factors put forward by research participants as key to creativity and innovation, ultimately leading to company profitability and sustainability.

**Supervisor: Prof C Schultz**





## 7 | DOCTOR OF PHILOSOPHY IN MANAGEMENT OF TECHNOLOGY AND INNOVATION



**SERFONTEIN, Estie**

*Thesis: Sociotechnical and organisational resilience in South African commercial flight operations*

**Abstract:** This study contributed to the body of knowledge on sociotechnical and organisational resilience achieved through cohesive application of internal control systems such as quality assurance and corporate governance in the flight operations subsector of the South African aviation industry. The motivation to supplement the body of knowledge stems from the rationale that internal control systems are superficially implemented and focussed only on certain elements of an organisation. The scope, diversity and technical nature of the aviation industry necessitates robust internal controls to withstand the significant impact of fluctuations in the macro-environment. Although these fluctuations can present challenges as well as opportunities, pivotal controls to ease adaptation to these fluctuations seemed to be lacking in the South African aviation industry. This study addressed these controls on a theoretical, policy, methodological and practice level through multi-level and multi-disciplinary integration of various systems and resources within a specific context. Rooted in the South African context, this study explored the relationship between the industry and the macro-environment to determine the specific changes or challenges that organisations need to adapt to. This exploration considered dimensions in the external environment such as political, economic, socio-cultural, technological, legal and

ecological stimuli. Through this exploration, a specific profile of the external environment to the flight operations subsector of the South African aviation industry is provided.

This study specifically considered two internal control systems, quality assurance and corporate governance, and control systems advocating the deliberate alignment of strategies, resources, components and functions of the elements in the organisational system to achieve and maintain stakeholder satisfaction and overall improvement. This study assessed the nature and extent to which these control systems are currently implemented in the context of the study, to identify emergent resilience properties. The discourse to determine resilience properties was also applied to the potential relationship between quality assurance and corporate governance to identify prospective benefits of resilience stimulated through the cohesive application of internal control systems to withstand turbulence in the external environment.

The nature of the current relationship between quality assurance and corporate governance manifests as being problematic, thus negating the theoretical all-inclusive benefits and emergence of resilience in a sociotechnical system. However, this study identified multiple sociotechnical and organisational resilience properties in the potential collaborative relationship between quality assurance and corporate governance in the flight operations subsector of the South African aviation industry. These properties can be grouped into four categories namely strategic management and organisational culture, monitoring and awareness, exposure management and responsive adaptation.

This study found that increased deliberation in the all-inclusive cooperative application of internal control systems eases the development of organisational resilience in a sociotechnical system. In support of autonomous advancement of organisational resilience levels, this study provides a neoteric framework to reduce fragmentation in the application of internal controls and simultaneously promote the organisation's adaptive capacity.

**Supervisor: Prof K Govender**



**SIGAMONEY, Claudia Lavelle (Dr)**

*Thesis: Towards a conceptual model to address factors hindering patients from accessing and navigating healthcare services in peri-urban communities in Johannesburg, South Africa*

**Abstract:** This study developed a conceptual model to address factors hindering patients from accessing and navigating healthcare services in peri-urban communities in Johannesburg, South Africa. The motivation for undertaking this study was attributable to the plight of patients who failed to access or navigate and use healthcare services due to poverty, poor infrastructure, and geographic location. Failure to access healthcare services is contrary to the provisions of the South African Constitution, which makes it very clear that everyone in South Africa should not be denied access to healthcare services. By identifying the factors that hindered patients from accessing and navigating healthcare services, this study also identified gaps, which require urgent attention.

A mixed methods research method was adopted in this study. The target population was outpatients, administration and medical personnel working at various research sites. The study established that poverty, healthcare systems, costly medical services, inability to communicate with healthcare services providers and low level of literacy to understand healthcare language were highlighted as major hindrances. Respondents and participants highlighted that unemployment contributed significantly to poverty levels, thus, impeding access to healthcare services. Existing healthcare policies were identified as contributing to disequilibrium as it is believed that the legacy of apartheid created these policies to marginalise poor communities.

The study recommended a review of existing healthcare policies where various stakeholders are involved. In addition, the planned implementation of the National Health

Insurance is a welcome strategy, which might address the current hindrances to accessing and navigating healthcare services. The study also recommended that South Africa needs a comprehensive social security system that provides an adequate and sustainable social protection for peri-urban communities. Whilst the above remedial actions recommended required highly responsive, adaptive and dynamic platforms, the public sector health reforms were negatively perceived. Thus, a conceptual model was developed to catalyse behavioural change in the public and private healthcare systems to achieve affordable and sustainable improvement in accessing, navigating and usage of healthcare services.

**Supervisor: Dr A Maneschijn**





# 8 | MESSAGE OF THE PRESIDENT OF THE STUDENT REPRESENTATIVE COUNCIL (SRC) TO THE 2020 GRADUATES

– Ms Siddiah Muthee



## 8 | STUDENT REPRESENTATIVE COUNCIL MESSAGE

The year, 2020 was unexpected to say the least, most if not all were unprepared for the sheer scale and speed of the change we are experiencing. 2020 is perhaps VUCA personified, the Volatility, Uncertainty, Complexity and Ambiguity have presented both challenges and opportunities. At the risk of an oversimplification, each student that graduated in 2020 is evidence of having adapted, of flexibility and agility. You have engaged and aligned to your individual purpose to overcome the challenges of your academic journey and met its opportunities.

For without a doubt, the complexities that you have navigated in the last three years, least of all in 2020 cannot be understated. It is for this reason, I hope that you reflect, look back in awe at what you have achieved. How REMARKABLE you are. May this journey serve as a reminder, a badge of honour and perhaps a blueprint of what you can achieve despite the unexpected. This moment will pass, it will be overtaken by the demands and cares of tomorrow, its significance and grandeur will begin to fade, worn and frayed by time. Let it be, so you may be free and ready for what is to come. Nevertheless, do cherish this achievement, you formed it, you are a creator and may there be many more achievements for you to sculpt.









**daVinci**  
*Research · Design · Education*



# MESSAGE FROM THE ALUMNI REPRESENTATIVE ON COUNCIL TO THE 2020 GRADUATES

– Mr Zain Reddiar



## MESSAGE FROM THE ALUMNI REPRESENTATIVE ON COUNCIL TO THE 2020 GRADUATES: MR ZAIN REDDIAR | 8



If you can dream it, you can achieve it!

Our inner child is a dreamer, unapologetically, and fearlessly so. Being a superhero, breaking boundaries, redefining the rules as well as all a natural order of the day; until tomorrow when the dream is bigger, bolder and brighter, but so are our superpowers too. Our greatness is all internal.

Our emotions belong to us and it is what makes us human. However, whilst we allow ourselves to feel every emotion, we are never consumed by emotion. We learn to navigate and in so doing we understand that how we chose to react towards

others or situations is what truly defines or restricts our ability to be great. Make wise choices.

Pursuing an academic journey is a brave step into the unknown. Knowing full well that you will be immersed in the body of knowledge from where you will rise transformed. Your world view greater, your thought process adjusted, your purpose clearer, and your passion inflamed.

Completing gives you a sense of great accomplishment. A step is closer to your inner leader.

May the knowledge you gained humble you towards innovation and energise you to create an impact. Learn to celebrate your achievements and become a lighthouse that streams inspiration. Stretch out your arms to lift others towards you as empowerment is intrinsic in education.

Keep rewriting the stars!  
#beremarkable



# 9 | INSTITUTIONAL RESEARCH OUTPUT:

## NQF LEVEL 9





**RAMOUTHAR, Yuvisthi**

Dissertation: Employing human resources analytics tools to improve employee recruitment and selection in a large South African financial services provider

*Supervisor: Dr J Mgwanya*



**BECHOO, Niradna**

Dissertation: Students' perception of service quality at a Private Higher Education Institution in South Africa

*Supervisor: Prof K Govender*



**BERKOWITZ, Adrienne Barbara**

Dissertation: Critical thinking skills: building a foundation for a managerial leader

*Supervisor: Prof B Anderson*



**GODDARD, Richard Colin**

Dissertation: The relationship between graduate attributes and the needs of the banking sector

*Supervisor: Mr PJ du Toit*

*Co-supervisor: Prof K Govender*



**HAMATWI, Ndapandohamba Joanna**

Dissertation: The interface between strategy and the six pillars of the organisation: exploring operational efficiency in Air Namibia

*Supervisor: Prof K Govender*



**MADELA, Seanokeng Julia**

Dissertation: School governing body's perceptions about learners' academic performance: cases of selected schools in Waterberg District

*Supervisor: Prof P Sepeng*



**MOODLEY, Tharshan**

Dissertation: Evaluating leadership collaboration within an emerging customer centric insurance organisation

*Supervisor: Mr A Vermaak*



**NASASIRA, Richard**

Dissertation: Biodiversity business innovation: a case of Akagera National Park, Rwanda

*Supervisor: Prof P Singh*



**NEL, Emmerentia Margaretha**

Dissertation: The performance of Higher Education Institutions in the United Arab Emirates in web-based international rankings

*Supervisor: Prof S Heckroodt*



**NTUMBA, Mthokozisi Edwin (late)**

Dissertation: Correlation between performance of the human settlements department and inadequate service delivery in the City of Tshwane

*Supervisor: Dr D Magadla*



**RAATH, Frederik Quinton Leiding**

Dissertation: The validations of future technological operational business needs for a sustainable competitive advantage

*Supervisor: Mr PJ du Toit*



**SAIB, Abdool Khader**

Dissertation: Factors impeding the adoption of Internet of Things by medium enterprises in the automotive component manufacturing industry in Johannesburg

*Supervisor: Prof J Chigada*



**MASOEU, Jacob Lempetje**

Dissertation: The impact of administration processes of construction contracts on major refurbishment projects at a state-owned energy utility in South Africa

*Supervisor: Prof M Tsehlhla*



**MUTASA, Sannah Flora Hazvindiye**

Dissertation: The impact of change on employee well-being: a study in the banking sector

*Supervisor: Dr R Viljoen*

*Co-supervisor: Ms L Cohen*



**NKOMA, Kelello Koketso Mosusumedi**

Dissertation: Factors influencing the enhancement of client experience within a bank's Client Support Centre

*Supervisor: Dr S Shipham*



**BARTLETT, Rosemary Antoinette**

Dissertation: An exploration of mentorship for equestrian coaches in South Africa

*Supervisor: Dr L van Hoek*



# 10 | INSTITUTIONAL RESEARCH OUTPUT:

## NQF LEVEL 7



## **ABDULLAH, Moegamat Munier**

Project Title: Focusing on customer centricity to improve customer experience within the Systems, Applications, and Products (SAP) in data processing technical support teams

## **BEYERS, Christiaan Frederik**

Project Title: The impact of de-centralised human resources management approach on contingent worker management

## **DEETLEFS, Nico Johann**

Project Title: Reducing unplanned unavailability of labour through an understanding of the reasons of absenteeism at a gold mine

## **GELDENHUYS, Ilize**

Project Title: The effect of project scope design on procurement and contract placement: an Eskom survey

## **GRAY, Lindsey**

Project Title: Exploring the benefits of agile human resources on business performance

## **GUNAS, Brenda**

Project Title: The impact of insurance service outsourcing on organisational profitability

## **JANSEN VAN VUUREN, Gertruida Susanna**

Project Title: Developing a high performance culture to improve Camden's Energy Availability Factor (EAF)

## **KEMP, Cuan**

Project Title: Discrimination against heterosexual men in the workplace: focusing on female-orientated industries

## **MALATSI, Siphiwe Margaret**

Project Title: The impact of human capacity constraints on performance in the Department of Telecommunications and Postal Services

## **MAYET, Farieda**

Project Title: Exploring the use of an e-commerce trading platform for Sorbet Beauty Group

## **MC LEAN, Alistair Ashley**

Project Title: The impact of succession planning on Eskom Rotek Industries' productivity

## **MOKONE, Alpheus Radilo**

Project Title: Managing payment compliances in accordance with the public finance management act and treasury regulations at the Department of Telecommunications and Postal Services

## **SNYDERS, Karen Elaine**

Project Title: The process of automation and its influence on customer applications and retention in the financial services industry

## **ZIMMER, Franz**

Project Title: Managing record retention in radiology within South Africa

## **LAKE, Leoni**

Project Title: An investigation into improving productivity of the finance department through the use of automated processes and standard reporting tools: an African Bank case study

## **MSOMI, Thandi Thelela Faith**

Project Title: The impact of stress on absenteeism: an African Bank call centre case study

## **NDLOVU, Lebohang Lucy**

Project Title: The impact of financial legislation on staff skills levels in African Bank

## **NEL, Donovan Jason**

Project Title: The impact of self-motivation on self-development of staff in the African Bank branch network

## **RAMPEDI, Mapheya Phistos**

Project Title: Exploring workforce optimisation in African Bank's collections contact centre

## **REDDY, Pragasen**

Project Title: Exploring the reasons for low levels of productivity of sales consultants at African Bank

## **VISSER, Cindy Louise**

Project Title: The impact of incentives on staff productivity and morale: an African Bank case study

## **AUB, Sarah Leigh (Cum Laude)**

Project Title: The relationship between aerodrome quality inspection and risk management

## **DE KLERK, Louis Charl**

Project Title: The implementation of cost-effective flight bags for South African Aircraft charter operators

## **DU TOIT, Tessa Louise**

Project Title: The influence of personality traits on instructional effectiveness: the case of flight instruction at the Central Flying School

## **DU TOIT, Tiaan Reuben**

Project Title: The impact of the generational gap between flight instructors and flight training students on flight training



## 10 | INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 7

### **LETSEBE, Lesedi**

Project Title: Customer travel efficiency in the aviation industry

### **MASEKO, Sibusiso Theodore Sean**

Project Title: Exploring low completion rates of the cadet pilot training programme

### **NGWATO, Metlha Mooketsi**

Project Title: The impact of strategy on performance: an Air Botswana case study

### **PRETORIUS, Francois Malan**

Project Title: The impact of management processes and instruments on pilot fatigue

### **SEKHU, Tshepho Mohlago Leal**

Project Title: The effect of risk fatigue management systems on flight crews

### **SERTIC, Kathrine**

Project Title: The impact of pilot shortage on a South African airline

### **THERON, Seugnet**

Project Title: Correlating retention and fatigue amongst flight deck crew

### **VAN DER MERWE, Dirk Johan**

Project Title: A preliminary study on professional pilot development – linearity and uniformity

### **PARUMAL, Evasen**

Project Title: A cause-and-effect study of fraud in banking: First National Bank Points of Presence

### **BANDA, Maropeng Johanna**

Project Title: Improving employee retention through talent management

### **BARNARD, Mariesa**

Project Title: The viability of launching a First National Bank app for children

### **BLOEM, Angela Zelda**

Project Title: Exploring the relationship between quality assurance and meeting collection targets to improve the customer experience

### **BOWES, John**

*(Cum Laude)*

Project Title: The effect of improved time management on employee productivity

### **COETZEE, Belinda Helga Hope**

Project Title: Developing integrated quality assurance communication within the First National Bank credit card division

### **GUMBI, Innocentia Nelisiwe**

Project Title: Impact and management of mental health in the workplace

### **JOHNSON, Leonora Stephne**

Project Title: The impact of training and development on employee performance

### **JOSEPH, Riccardo Jermaine**

Project Title: The impact of upfront valuations on home loan sales

### **JOSHUA, Keshri**

Project Title: The impact of internal audit monitoring systems on the effective management of fraud

### **KANNIAH, Jennifer**

Project Title: Encouraging customer self-help through making loan information accessible on the First National Bank digital platform

### **LIEBENBERG, Jacqueline**

Project Title: Evaluating the benefit of using electronic signatures on bank documents

### **MAKEN, Deepak**

Project Title: Improving IT services through focused employee engagement: a First National Bank case study

### **MATHEBULA, Prudence**

Project Title: Staff engagement: the importance of strategic thinking to create high performance teams

### **MAY, Brian Cecil**

Project Title: The viability and effectiveness of the First National Bank Home Loans platform

### **MOTHEI, Keneilwe Eunice**

Project Title: Exploring the importance of customer service management in meeting customer expectations in the banking industry

### **NAICKER, Belinda Hendrina**

Project Title: Improving business performance through gamification

### **NAICKER, Neilan**

Project Title: Improving efficiency and customer migration through digital banking

### **PHAKA, Refilwe Judith Lovonia**

Project Title: The impact of depression on employee morale in the First National Bank Housing Finance division

### **SAYED, Abdul Hannaan Arif**

Project Title: Improving quality assurance within First National Bank Merchant Services

### **STEWART, Meshane Leeanne**

Project Title: The impact of structural inefficiencies on employee performance at First National Bank



**STROUD, Alain Juan***(Cum Laude)*

Project Title: Enhancing productivity by integrating existing excel calculators into the First National Bank home loan application processing system

**TSHIKANE, Jubilant**

Project Title: Developing a culture of engagement to improve performance: a Quicksell case study

**WILSON, Vinchanzlo Kurt**

Project Title: The impact of non-adaptive leadership styles on employee performance at First National Bank

**ALBERTS, Hendrik Willem**

Project Title: An investigation into the effectiveness of the monolithic Wesbank Motor Instalment Loan Acquisition System

**BONGA, Thembile Templeton**

Project Title: Evaluating customer service and its impact on service excellence through service delivery: a case study of WesBank assets re-marketing, Midrand

**DITABE, Lerato Patience**

Project Title: Supporting high potential employees through mentoring: a Wesbank case study

**DU PLOOY, Nolene Pauli**

Project Title: The effectiveness of the communications strategy for dealer funding solutions

**DU TOIT, Clinton**

Project Title: Transformational leadership: the need for evolving leaders within Wesbank

**DUNKERLEY, Graham**

Project Title: Developing a sustainable brand strategy for Mazda Financial Services

**DUNN, Natasha Ann**

Project Title: The impact of organisational change on a workforce: moving from a centralised to decentralised business model

**HOOSEIN, Rayyan Suliman**

Project Title: "Generation Y" employee retention within the services-banking sector: a Wesbank case study

**JANSEN, Grant Dennis**

Project Title: Customer centricity: an alternative acquisition model

**LEWARNE, Zelma**

Project Title: The impact of digital management and EXCO reports within Wesbank Corporate Finance

**LITHEKO, Tshoarelo**

Project Title: Employee perception of innovation in the corporate business support department in Wesbank

**MATHIVHA, Mboniseni Godfrey**

Project Title: The impact of training and development on the legal collections environment

**MOOSA, Muhammed Alyasa**

Project Title: The impact of customer service on client experience: a First National Bank fleet service case study

**MOROKE, Kogielambal**

Project Title: The impact of a direct approach on Wesbank's new business production and customer centricity

**PATHER, Kribashen**

Project Title: Effectively managing projects within the Wesbank operations division for the benefit of the internal customer of the future

**PILLAY, Christopher Suniel**

Project Title: An investigation into the implications of outsourcing key roles: a Wesbank case study

**REDDY, Dane Cohan**

Project Title: The propensity of WesBank's customers to make use of Self Service Technologies (SST's)

**SEKHONYANA, Sekhonyana David**

Project Title: Effects of customers defecting from Volkswagen Financial Services (VFS) South Africa

**SINGH, Latha**

Project Title: The impact of the federated model on the mental wellness of the Wesbank legal department

**SMAL, Frouk Anja**

Project Title: The differing levels of regional productivity in the digital support centers of Volkswagen Financial Services (VFS) South Africa

**VORSTER, Petrus Jacobus**

Project Title: Improving call centre retention: a Toyota Financial Services (TFS) case study

**XHEGO, Petunia Ntombentja**

Project Title: The importance of employee engagement on the sustainability of WesBank Private Finance

## 10 | INSTITUTIONAL RESEARCH OUTPUT: NQF LEVEL 7

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**BENNETT, Carrie-Ann**

Project Title: The impact of liquor sales on Sundays on bottle stores and society at large

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**FERREIRA, Marcéll**

*(Cum Laude)*

Project Title: Enterprise risk management: fundamentals for effective risk management

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**SILLANDS, Anna Maria Catharina**

Project Title: An explanatory study on realising and overcoming barriers to effective communication in Grinding Media

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**BECHOO, Mehend**

Project Title: Managing absence without leave within a banking environment

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**BOTHA, Jacomina Gertruida Elizabetha**  
*(Cum Laude)*

Project Title: The impact of management decision-making on payroll efficiency

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**DLAMINI, Portia Hlengiwe**

Project Title: Improving data security through digitising the human capital process

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**FOURIE, Cheryl Emmerentia**

Project Title: Converting negative workers into positive performers

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**MCCANN, Dylan Eamonn**

Project Title: Exploring the impact of outsourcing on the land distribution network: a DB Schenker case study

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**NETO, Nancy**

Project Title: An investigation into project management, the selection criteria and the effect it has on project outcomes

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**RAYI, Ntsikayekhaya Innocent**

Project Title: Reducing conflict between sales and operations departments to ensure optimum efficiency

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**STANDER, Alice Vivienne May**

Project Title: The reluctance of the Logistics X organisation to adapt to new changes in the ISO Standards

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**TLOU, Tukelo Simbongiseni**

Project Title: The impact of a single centralised pricing department on air and ocean freight estimation turnaround times

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**BELLINGAN, Morné**

Project Title: The impact of on-time performance of freighter aircraft on customer centricity

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**BUYS, Wendy Marlene**

Project Title: Performance optimisation through alignment of a logistics operating platform

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**FOURIE, Jaco**

Project Title: The impact of poor data input on revenue: a Dawn Wing case study

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# 11 | THE 2020 ANNUAL DA VINCI SENATE AWARDS

### THE DA VINCI INSTITUTE SENATE AWARDS

These awards are conferred on graduates who, over and above their scholarly contributions, have displayed exceptional business leadership characteristics. These awards are bestowed annually when there are candidates that comply.

### THE BENJAMIN ANDERSON AWARD

This award is aimed at recognising outstanding performance in respect of the BCom (Business Management) qualification. A central feature of this qualification is the applied research component which focuses on allowing the student to address a burning issue(s) or challenges identified in the workplace or community – an approach unique to The Institute. Within this context, research should have a purpose and positive impact on the community or organisation. The award is 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: Ms Adele Caroli-lynn Smith**

### THE DA VINCI LAUREATE AWARD: SOCIAL ARCHITECTURE

A Da Vinci Laureate is expected to provide insights into complex systems and to make contributions to society at large. They are also recognised 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: Dr Imtiaz Ismael Sooliman**



### THE DA VINCI LAUREATE AWARD: SOCIAL ARCHITECTURE

Dr Sooliman was born in Potchefstroom, in South Africa's North West Province, on 07 March 1962. He attended Sastri College in Durban and matriculated in 1978, going on to study medicine at the University of KwaZulu-Natal's Medical School, qualifying as a medical doctor in 1984. Dr Sooliman commenced private practice in Pietermaritzburg in 1986, but chose to close his flourishing practice in mid-1994, choosing instead to focus his attention on Gift of the Givers Foundation, which he had founded in early August 1992. His establishment of Gift of the Givers Foundation was the consequence of a message Dr Sooliman, then aged 30, received from Sufi Sheikh Muhammed Saffer Effendi al Jerrahi, his spiritual leader in Istanbul, Turkey, who called on him to serve all people of all races, of all religions, of all colours, of all classes, of all political affiliations and of any geographical location... a calling he honoured then and continues to honour today.

His endeavour in this regard has seen Gift of the Givers Foundation emerge as one of the most respected humanitarian organisations in the world and is today the largest disaster response agency of African origin.





anywhere on the continent. Since 1992, Dr Sooliman has steered the organisation to many Notable Achievements and World Firsts, including:

- Implementing 21 different categories of projects
- Delivering well in excess of R3,2 billion rand of aid
- Coming to the assistance of millions of people in no fewer than 44 countries across the globe, inclusive of South Africa
- Designing and developing, in 1993, the world's first and only containerised mobile hospital of its kind, which was deployed in Bosnia and has been compared by CNN to any of the best hospitals in Europe

- Designing the world's first containerised primary health-care unit in 1994; Tel: 0800 786 911, +27 (0)33 345 0163, +27 (0)33 345 0175 Address: 290 Prince Alfred Street, Pietermaritzburg, 3200 Web: [www.giftofthegivers.org](http://www.giftofthegivers.org) Email: [info@giftofthegivers.org](mailto:info@giftofthegivers.org) NPO: 032-031
- Innovating the world's first groundnut-soya high-energy and protein supplement, known as Sibusiso Ready Food Supplement, in 2004. The supplement has proved ideal for people suffering from such conditions of HIV/AIDS, TB, malnutrition, cancer and other debilitating disorders
- Heading the first organisation in the history of South Africa to have received R60 million from Government for the design and successful roll-out of 204 000 food parcels
- Alleviating problems associated with a ravaging drought in South Africa by drilling 400 boreholes in just 18 months, from 2018
- Rescuing 64-year-old Ena Zizi alive, after being trapped under rubble for eight days without food or water, little oxygen and a fractured hip, in the aftermath of the Haiti earthquake of 2010. This was a world first for an African organisation involved in earthquake search and rescue outside Africa.

**For Dr Sooliman's speech at the 2020 Da Vinci Institute's President's Dinner go to:**  
<https://www.youtube.com/watch?v=MgZR0iipQ6s>







**INDEXED JOURNALS**

Hamatwi, N.J. & Govender, K.K. 2020. Exploring Air Namibia's operational efficiency: the interface between strategy and the six pillars of the organisation. *African Journal of Hospitality Tourism and Leisure* – ISSN: 2223-814X. Vol.9, No.5, pp 1238-1251. (SCOPUS: [https://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_17\\_9\\_5\\_1238-1251.pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_17_9_5_1238-1251.pdf))

Leitch, G. & Chigada, J. 2020. Towards a theoretical framework for the allocation of resources to African air transport. *African Journal of Hospitality Tourism and Leisure*. ISSN: 2223-814X, Vol.9, No.3, pp 349-362. (SCOPUS: [https://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_23\\_9\\_3\\_349-362.pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_23_9_3_349-362.pdf))

Madden, M. & Govender, K.K. 2020. The effectiveness of micro-learning in retail banking. *South African Journal of Higher Education*. ISSN 1011-3487/1753-5913, Vol.34, No.2, pp 74-94. (DHET: <https://www.journals.ac.za/index.php/sajhe/article/view/3733/2341>)

Maziriri, E.T., Mapuranga, M., Mushwana, J. & Madinga, N.W. 2020. Antecedents that influence the intention to use the Uber mobile application: customer perspectives in South Africa. *International Journal of Interactive Mobile Technologies (IJIM)* – ISSN: 1865-7923. Vol.14, No.8, pp 76-95. (SCOPUS, DHET: <https://doi.org/10.3991/ijim.v14i08.10632>)

Serfontein, E. & Govender, K.K. 2020. Embedded resilience properties identified in quality assurance and corporate governance in the South African aviation industry. *African Journal of Hospitality Tourism and Leisure* – ISSN: 2223-814X. Vol.9, No.3, pp 86-100. (SCOPUS: [https://www.ajhtl.com/uploads/7/1/6/3/7163688/article\\_6\\_9\\_3\\_86-100.pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_6_9_3_86-100.pdf))

Serfontein, E. & Govender, K.K. 2020. Stakeholders' view regarding macro-environment impacts on commercial flight operations in South Africa. *Journal of Transport and Supply Chain*. ISSN: 2310-8789, E-ISSN: 1995-5235, Vol.14, pp 1-11. (DHET: <https://jtscm.co.za/index.php/JTSCM/article/view/511>)

Sithole, T.M., Chiliya, N., Mairiri, E.T. & Mapruanga, M. 2020. Precursors of status consumption and life satisfaction: a case of smartphones among the Generation Y cohort. *The Retail and Marketing Review* – ISSN: 1817-4428. Vol.16, No. 2, pp 145-160 (DHET: <https://journals.co.za/doi/abs/10.10520/ejc-irmr1-v16-n2-a11>)

Van der Walt, C., Tossen, G. & Govender, K.K. 2020. Unlocking opportunities in manufacturing operations management systems: a proposed framework. *African Journal of Industrial Engineering*. ISBN: 1012-277X. May, Vol.31, No.1: pp 26-34. (CAWS, SciELO SA: <http://dx.doi.org/10.7166/31-1-2210>)

**NON- INDEXED JOURNALS**

Bechoo, N. & Govender, K.K. 2020. Service quality and student satisfaction: perceptions of staff and students at a Private Higher Education Institution in South Africa. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.1, pp 66-82 ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal\\_Volume1\\_Issue1-2.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal_Volume1_Issue1-2.pdf))

Bhagaloo, I. & Govender, K.K. 2020. Enhancing organizational training in retail banking: a proposed framework. *Journal of Social Transformation and Education*. Vol.1, No.2, pp 90-109. (<http://journals.theapra.org/index.php/jste/article/view/6>)

Chetty, D., Botha, A. & Govender, K.K. 2020. A process model for conformance of health information systems: towards national interoperability. *International Journal of Business, Economics and Management* – ISSN: 2312-0916/2312-5772. Vol.7, No.6, pp 360-374. (<http://www.conscientiabeam.com/journal/62/abstract/6079>)

Fuller, L. & Govender, K.K. 2020. Regulatory compliance and private education provision in South Africa: boon or bane? *Asian Journal of Interdisciplinary Research*. Vol.3, No.2, pp 30-35. (<https://journals.iiorpress.org/index.php/ajir/article/view/125/96>)



Goddard, R. & Du Toit, P. 2020. The relationship between graduate attributes and the needs of the banking sector. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.2, pp 89-104. ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal.pdf))

Hoadley, N. 2020. South African bank consumers' perception of corporate social responsibility. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.2, pp 63-75. ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal.pdf))

Karedza, G. & Govender, K.K. 2020. The impact of organizational capabilities on SMEs export performance: application of the resource-based view theory. *International Journal of Entrepreneurial Research* – ISSN: 2663-7588/2663-757X. Vol.3, No.3, pp 68-75. (<https://doi.org/10.31580/ijer.v3i3.1543>)

Moodley, T. & Govender, K.K. 2020. Collaborative leadership and customer-centricity: the case of an insurance service provider. *Journal of Public Value and Administrative Insights*. Vol.3, No.3, pp 61-81. (<https://readersinsight.net/JPVAI/article/view/1487>)

Moodley, T., Vermaak, A. & Govender, K.K. 2020. Evaluating leadership collaboration within an emerging customer-centric insurance organisation. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.1, pp 25-46. ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal\\_Volume1\\_Issue1-2.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal_Volume1_Issue1-2.pdf))

Munyawarara, N. & Govender, K.K. 2020. Infusing technology in indigenous knowledge: a strategy to develop agro small and medium enterprises in Zimbabwe. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.1, pp 60-66 ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal\\_Volume1\\_Issue1-2.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal_Volume1_Issue1-2.pdf))

Nel, E. & Heckroodt, S. 2020. Marketization of higher education: demystifying university rankings. *Journal of Banking, Insurance and Management Sciences* – ISSN: 2708-0234. Vol.1, No.2, pp 25-47. ([https://www.frtc.co.za/wp-content/uploads/2020/09/FHE\\_Journal.pdf](https://www.frtc.co.za/wp-content/uploads/2020/09/FHE_Journal.pdf))

Ramodula, T.M. & Govender, K.K. 2020. A review of the evolution of the local government systems in South Africa: towards developmental local government. *Journal of Public Value and Administrative Insights*. Vol.3, No.3, pp 50-65. (<https://readersinsight.net/JPVAI/article/view/1486>)

#### CONFERENCE ABSTRACTS

Fuller, M. 2020. Enhancing the student experience to improve student success: listening to the voice of the student. Da Vinci at the 2020 Council on Higher Education Quality Promotion Conference. (<https://www.davinci.ac.za/wp-content/uploads/2020/02/Mark-Abstract-1.pdf>)

Landman, M. 2020. From user experience management to student experience management: an integrated ICT-Driven model for holistic academic quality assurance and student support. Da Vinci at the 2020 Council on Higher Education Quality Promotion Conference. (<https://www.davinci.ac.za/wp-content/uploads/2020/02/Mario-Abstract.pdf>)

Singh, P. 2020. Involvement in quality assurance and promotion of research by master's and Doctoral students. Da Vinci at the 2020 Council on Higher Education Quality Promotion Conference. (<https://www.davinci.ac.za/wp-content/uploads/2020/02/Paul-Abstract.pdf>)

#### THOUGHT PIECES – POPULAR PRESS

Mutono, A. 2020. How to save the African Entrepreneur. *African Portal*. (<https://www.africanportal.org/features/covid-19-how-save-african-entrepreneur/>)

Pambuka, N. 2020. Adapting first world systems to improve African mobility. *Intelligent Transport*. (<https://www.intelligenttransport.com/transport-articles/95942/adapting-first-world-systems-to-improve-african-mobility/>)



#### **PUBLICATION IN BOOK CHAPTERS**

Klopper, H.B. Chapter 11: Brand-based strategies. (in Berndt, A. Mpinganjira, M. & Strydom, J.W. 2020. Applied Strategic Marketing. Pearson. ISBN 9781485707127 / 9781485715429)

#### **RADIO INTERVIEWS**

Desando, M. 18 May 2020. Own lessons and leadership journey. Vuka Radio (<https://act.org.za/2020/05/arts-culture-trust-act-ceo-marcus-desando-participated-in-a-podcast-hosted-by-mongezi-c-makhalima-on-vuka-online-radio-on-the-18th-of-may-2020/>)

Klopper, H.B. 22 May 2020. World markets remain under pressure with the trade war between China and USA taking the blame. RSG Geldsake. (<https://iono.fm/e/864738>)

Klopper, H.B. 10 July 2020. If SMEs do not survive the shock of Covid-19, will the economy? RSG Geldsake. (<https://iono.fm/e/889491>)

Klopper, H.B. 7 Augustus 2020. Another plan to keep small and medium businesses going. RSG Geldsake. (<https://iono.fm/e/904745>)

Klopper, H.B. 4 September 2020. The bull market retracts in USA and the world markets retract. RSG Geldsake. (<https://iono.fm/e/919486>)

Klopper, H.B. 12 October 2020. Another plan proposed for the South African economy. RSG Geldsake. (<https://iono.fm/e/938692>)

Klopper, H.B. 13 November 2020. Government provides free courses for unemployed South Africans. RSG Geldsake. (<https://iono.fm/e/955763>)

Klopper, H.B. 2 December 2020. Covid-19 containment again on the horizon. RSG Geldsake. (<https://iono.fm/e/965394>)

#### **REVIEWER OF SCHOLARLY JOURNAL ARTICLES**

Goode, H for (The Independent Journal of Teaching and Learning) (DHET list 2020)

Klopper, HB for (Marketing Intelligence and Planning) (ABDC list 2020 A ranked)

Klopper, HB for (European Business Review) (ABDC list 2020 B ranked)

Klopper, HB for (Journal of Contemporary Management) (DHET list 2020)

Klopper, HB for (Journal of Product and Brand Management) (ABDC list 2020 B ranked)

Klopper, HB for (African Journal of Business Management) (ABDC list 2016 B ranked)

Klopper, HB for (African Journal of Marketing Management) (ABDC list 2020 B ranked)

Klopper, HB for (South African Business Review) (ABDC list 2020 C ranked)

Klopper, HB for (South African Journal of Economic and Management Sciences) (ABDC list 2020 C ranked)

Klopper, HB for (Acta Commercii) (DHET 2020 list)

#### **OTHER SCHOLARLY ACTIVITIES**

Klopper, HB. (Reviewed 1 NRF B rated application)

## 12 | RESEARCH OUTPUT

### COMPLETED DOCTORAL SUPERVISION - THESES

Supervisor	Co-Supervisor	Thesis Title	Student	Link to Thesis
<b>Lessem, R.</b>	<b>Schieffer, A</b>	African Enterprise Renewal towards an integral enterprise: the case of providence human capital, Zimbabwe	<b>Ndudzo, CJ.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Chipo-Joginah-Ndudzo-fc490677664f4df8001009ff0d36263a.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Chipo-Joginah-Ndudzo-fc490677664f4df8001009ff0d36263a.pdf</a>
<b>Marcus, R.</b>	<b>Day, B</b>	Bridging the innovation chasm: how South Africa can retrieve itself from the conundrum	<b>Muofhe, M.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Mmboneni-Muofhe-c7930b29f71f0ef875243ff8a35523da.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Mmboneni-Muofhe-c7930b29f71f0ef875243ff8a35523da.pdf</a>
<b>Govender, KK.</b>	<b>n/a</b>	Sociotechnical and organisational resilience in South African commercial flight operations	<b>Serfontein, E.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Estie-Serfontein-2c07082325b1eee5906b5c45604a21ff.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Estie-Serfontein-2c07082325b1eee5906b5c45604a21ff.pdf</a>
<b>Schultz, CM.</b>	<b>n/a</b>	The development of an integrated framework for organisational culture, employee creativity and innovation in two Zimbabwean manufacturing companies	<b>Nyawo, P.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Patience-Nyawo-3c82ad23a62f820492cd9d9e103caced.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Patience-Nyawo-3c82ad23a62f820492cd9d9e103caced.pdf</a>
<b>Schieffer, A.</b>	<b>Lessem, R.</b>	Integral African feminine leadership: designing a holistic framework for individual and enterprise development	<b>Naicker, P.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Premie-Naicker-bca7942d0eb59691e66fa626830db129.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Premie-Naicker-bca7942d0eb59691e66fa626830db129.pdf</a>
<b>Chigada, J.</b>	<b>n/a</b>	Air connectivity conceptual models to address the allocation of resources to African air transport	<b>Leitch, GD.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Guy-Drummond-Leitch-b3691dfaf4c2964da767d0d9afaf46a9.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Guy-Drummond-Leitch-b3691dfaf4c2964da767d0d9afaf46a9.pdf</a>
<b>Mitchell, J.</b>	<b>Goosen, W.</b>	Accessible career paths for students with different degrees of hearing loss at the National Institute for the Deaf	<b>Janse Van Rensburg-Welling, JC.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Johanna-Janse-Van-Rensburg-Welling-3fb2867a078276a6f90e7fa2f8fc8880.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Johanna-Janse-Van-Rensburg-Welling-3fb2867a078276a6f90e7fa2f8fc8880.pdf</a>



## COMPLETED DOCTORAL SUPERVISION - THESES

<b>Anderson, B.</b>	<b>n/a</b>	The role of managerial leaders within high-performance organisations: the development of a conceptual framework	<b>Ellappa, D.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Dan-Ellappa-b30961df58a7257012ae38dc-d7f19564.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Dan-Ellappa-b30961df58a7257012ae38dc-d7f19564.pdf</a>
<b>Blom, R.</b>	<b>n/a</b>	Transformatology: The art and science of enhancing continuous change	<b>Du Toit, P.J.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Petrus-Johannes-Pieter-Du-Toit-bad4680db8ffcb3a889dd87aa1a8e6da.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Petrus-Johannes-Pieter-Du-Toit-bad4680db8ffcb3a889dd87aa1a8e6da.pdf</a>
<b>Maneschiijn, A.</b>	<b>n/a</b>	Towards a conceptual model to address factors hindering patients from accessing and navigating healthcare services in peri-urban communities in Johannesburg, South Africa	<b>Sigamoney, C.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Claudia-Sigamoney-dfabd1bd12b4474563e297a2962fa2ff.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Claudia-Sigamoney-dfabd1bd12b4474563e297a2962fa2ff.pdf</a>
<b>Van Rensburg, G.</b>	<b>n/a</b>	The development of a competency framework for chief executive officers of state-owned enterprises in South Africa	<b>Falala, S.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Sifiso-Falala-8c9c001ffa1a8694211f3723e84921d4.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Sifiso-Falala-8c9c001ffa1a8694211f3723e84921d4.pdf</a>
<b>Chiliya, N.</b>	<b>n/a</b>	Creating a sustainable competitive advantage through reputation management for small-medium enterprises in the tourism industry in Gauteng province, South Africa	<b>Dhlomo, P.E.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Phumelela-Ezrah-Dhlomo-bd383b3ec27aba75ae5037ca3804b754.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Phumelela-Ezrah-Dhlomo-bd383b3ec27aba75ae5037ca3804b754.pdf</a>
<b>Govender</b>	<b>Dickinson, J.J.</b>	Evaluating the transfer of learning through a collaborative learning framework: a case study of a South African retail bank	<b>Bhagaloo, I.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Indira-Bhagaloo-d7ef20a6d1458d2db48d9a3a0ba369d2.pdf">https://davincithesis.org/wp-content/uploads/wpforms/10-d35edee373d9046632aed1aee8fedcfe/Indira-Bhagaloo-d7ef20a6d1458d2db48d9a3a0ba369d2.pdf</a>

## 12 | RESEARCH OUTPUT

### COMPLETED MASTERS SUPERVISION – DISSERTATIONS

Supervisor	Co-Supervisor	Thesis Title	Student	Link to Thesis
<b>Tshehla, MF.</b>	<b>Moller, DM</b>	The impact of administration processes of construction contracts on major refurbishment projects at a state-owned energy utility in South Africa	<b>Masoeu, JL.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Jacob-Lempetje-Masoeu-cd36607ffb1d5ca624a45216dbc860cc.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Jacob-Lempetje-Masoeu-cd36607ffb1d5ca624a45216dbc860cc.pdf</a>
<b>Du Toit, PJ.</b>	<b>n/a</b>	The validations of future technological operational business needs for sustainable competitive advantage	<b>Raath, FQL.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Frederik-Quinton-Leiding-Raath-09fcc108b61047aef37430c7d456d144.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Frederik-Quinton-Leiding-Raath-09fcc108b61047aef37430c7d456d144.pdf</a>
<b>Chigada, J.</b>	<b>n/a</b>	Factors impeding the adoption of Internet of Things by medium enterprises in the automotive component manufacturing industry in Johannesburg	<b>Saib, AK.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Abdool-Khader-Saib-ba077860146bbc3b6ff561f52ac1e084.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Abdool-Khader-Saib-ba077860146bbc3b6ff561f52ac1e084.pdf</a>
<b>Magadlela, D.</b>	<b>n/a</b>	Correlation between performance of the Human Settlements Department and inadequate service delivery in the City of Tshwane	<b>Ntumba, M. (late)</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Mthokozisi-Ntumba-c1bbe81dc59e76a026ed65e9d3db76fe.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Mthokozisi-Ntumba-c1bbe81dc59e76a026ed65e9d3db76fe.pdf</a>
<b>Heckroodt, S.</b>	<b>n/a</b>	The performance of higher education institutions in the United Arab Emirates in web-based international rankings	<b>Nel, E.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Emmerentia-Nel-5ccae6374570b8243955e78ed7425719.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Emmerentia-Nel-5ccae6374570b8243955e78ed7425719.pdf</a>
<b>Singh, P.</b>	<b>n/a</b>	Biodiversity business innovations: a case study of Akagera National Park, Rwanda	<b>Nasasira, R.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Richard-Nasasira-c0b8c1cac971ebe282ebeaa217b7c360.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Richard-Nasasira-c0b8c1cac971ebe282ebeaa217b7c360.pdf</a>
<b>Vermaak, A.</b>	<b>n/a</b>	Evaluating leadership collaboration within an emerging customer-centric insurance organisation	<b>Moodley, T.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Tharshan-Moodley-a14d02487cb3c8468fa9ec16b1caa5eb.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Tharshan-Moodley-a14d02487cb3c8468fa9ec16b1caa5eb.pdf</a>



## COMPLETED MASTERS SUPERVISION – DISSERTATIONS

<b>Sepeng, P.</b>	<b>n/a</b>	School governing Body's perceptions about learners' academic performance: case of selected schools in Waterberg district	<b>Madela, SJ.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Seanokeng-Julia-Madela-0a409ebb7b0160a3db02b69b5954e4ec.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Seanokeng-Julia-Madela-0a409ebb7b0160a3db02b69b5954e4ec.pdf</a>
<b>Govender, KK.</b>	<b>n/a</b>	The interface between strategy and the six pillars of the organisation: exploring operational efficiency at Air Namibia	<b>Hamatwi, NJ.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Ndapandohamba-Joanna-Hamatwi-2a3ff390879774fb52f18185dc83bcd.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Ndapandohamba-Joanna-Hamatwi-2a3ff390879774fb52f18185dc83bcd.pdf</a>
<b>du Toit, PJ.</b>	<b>Govender, KK.</b>	The relationship between graduate attributes and the needs of the banking sector	<b>Goddard, R.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Richard-Goddard-d1b85f6914edb6fb1ce389478d1d78c2.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Richard-Goddard-d1b85f6914edb6fb1ce389478d1d78c2.pdf</a>
<b>Benjamin Anderson,</b>	<b>n/a</b>	Critical thinking skills: building a foundation for a managerial leader	<b>Berkowitz, AB.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Adrienne-Berkowitz-35bac980b2fd5d4c28627372af6e1fdd.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Adrienne-Berkowitz-35bac980b2fd5d4c28627372af6e1fdd.pdf</a>
<b>Govender, KK.</b>	<b>n/a</b>	Students' perception of service quality at a Private Higher Education Institution in South Africa	<b>Bechoo, N.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Niradna-Bechoo-92a78882c6eac2a668f1cd6b79a8686c.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Niradna-Bechoo-92a78882c6eac2a668f1cd6b79a8686c.pdf</a>
<b>Mgwenya, JJ.</b>	<b>n/a</b>	Employing human resources analytics tools to improve employee recruitment and selection in a large South Africa financial services provider	<b>Ramouthar, Y.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Yuvisthi-Ramouthar-e108ed995f72ca2939e186828f377f6d.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Yuvisthi-Ramouthar-e108ed995f72ca2939e186828f377f6d.pdf</a>
<b>Viljoen, R.</b>	<b>Cohen, L.</b>	The impact of change on employee well-being: a study in the banking sector	<b>Mutasa, SFH.</b>	
<b>Shiphani, S.</b>	<b>n/a</b>	Factors influencing the enhancement of client experience within a bank's Client Support Centre	<b>Nkoma, KKM.</b>	
<b>van Hoek, L.</b>	<b>n/a</b>	An exploration of mentorship for equestrian coaches in South Africa	<b>Bartlett, RA.</b>	<a href="https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Rosemary-Antoinette-Bartlett-046e386199b46707404c582b9b48cc2d.pdf">https://davincithesis.org/wp-content/uploads/wpforms/44-e413943536313e15e5938a92cbd2cafa/Rosemary-Antoinette-Bartlett-046e386199b46707404c582b9b48cc2d.pdf</a>



# 13 | RESEARCH DEVELOPMENT



Workshop	Date	Topic	Speaker
Onboarding	19-Feb	The Da Vinci Way : Mode 2 Engagement	Prof Bennie Anderson and Dr Mario Landman
Continuous Professional Development	05-Mar	Adult Learning Principles	Lebohang Mokoena
Research Seminar	12-Mar	Academic Writing	Prof Paul Singh and Prof Krishna Govender
Assessment alignment and redevelopment	21-Apr	Assessment alignment and redevelopment	Dr Mario Landman
Onboarding	04-Jun	Mode 2 learning methods and lecturing techniques (including distance learning)	Lebohang Mokoena
Continuous Professional Development	10-Jun	Best Practices - Online Teaching and Learning	Dr Mario Landman
Research Seminar	23-Jun	Cracking the literature review and Bulletproof the research design and methods	Prof Paul Singh and Dr Franzel Cilliers
Deepening the Discourse	23-Jul	Ethics Undergraduates	Dr Heather Goode
Material Development	13-Aug	Material Development & Assessment Rubrics	Catherina Opperman and Dr Mario Landman
Inaugural Lecture	19-Aug	The Sport Governance Conundrum	Prof Paul Singh
Continuous Professional Development	10-Sep	Research Ethics	Prof Paul Singh
Publishing Workshop	22-Sep	Publish or Flourish	Prof Paul Singh
Deepening the Discourse	15-Oct	Critical Thinking	Adrienne Berkowitz & Dr Heather Goode
Onboarding Supervisors	10-Nov	Postgraduate Research Supervision	Prof Paul Singh and Prof HB Kloppe

Curiosita 2020				
Month	Student Speaker	Topic	Guest Speaker	Topic
February	Nkhangweleni Eric Masindi	The Impact of Regulation and Supervision on the Profitability and Risk Profile of Banks in Select African Countries.	Lebogang Mokubela, Director of Lemok Group	Township Entrepreneurship
September	Abram Gibson Mthombeni	The Impact of a Transformed Organisational Culture on Workforce Diversity and (Employee) Commitment: South African Colliery Perspective.	Dr Chris Harmse, Economist, Academic and Columnist	"Economic Realities: pre- and post-Covid-19"
October	Marc Eccles	Towards a Regulatory Framework to Promote Value-Based Healthcare Outcomes in South Africa	Dr Andy Brough, Brough Leadership Institute	Leadership: The Exponential Affect
November	Portia Heynes	Addressing the mismatch between employability and relevance of skills: Towards a systemic employability design	Dr Premie Naicker, Fuseforward	Diversity and Inclusion: Integral African Feminine Leadership



# 14 | THE TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK



**Notes: TIPST<sup>TM</sup> MANAGERIAL LEADERSHIP FRAMEWORK**

Reference: Da Vinci Institute. 2020. TIPST<sup>TM</sup> Managerial Leadership Framework. Johannesburg: Da Vinci Institute. Unpublished.

**THE EMERGING BUSINESS LEADER**

The intent of The Da Vinci Institute's TIPST<sup>TM</sup> 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 TIPST<sup>TM</sup> 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.

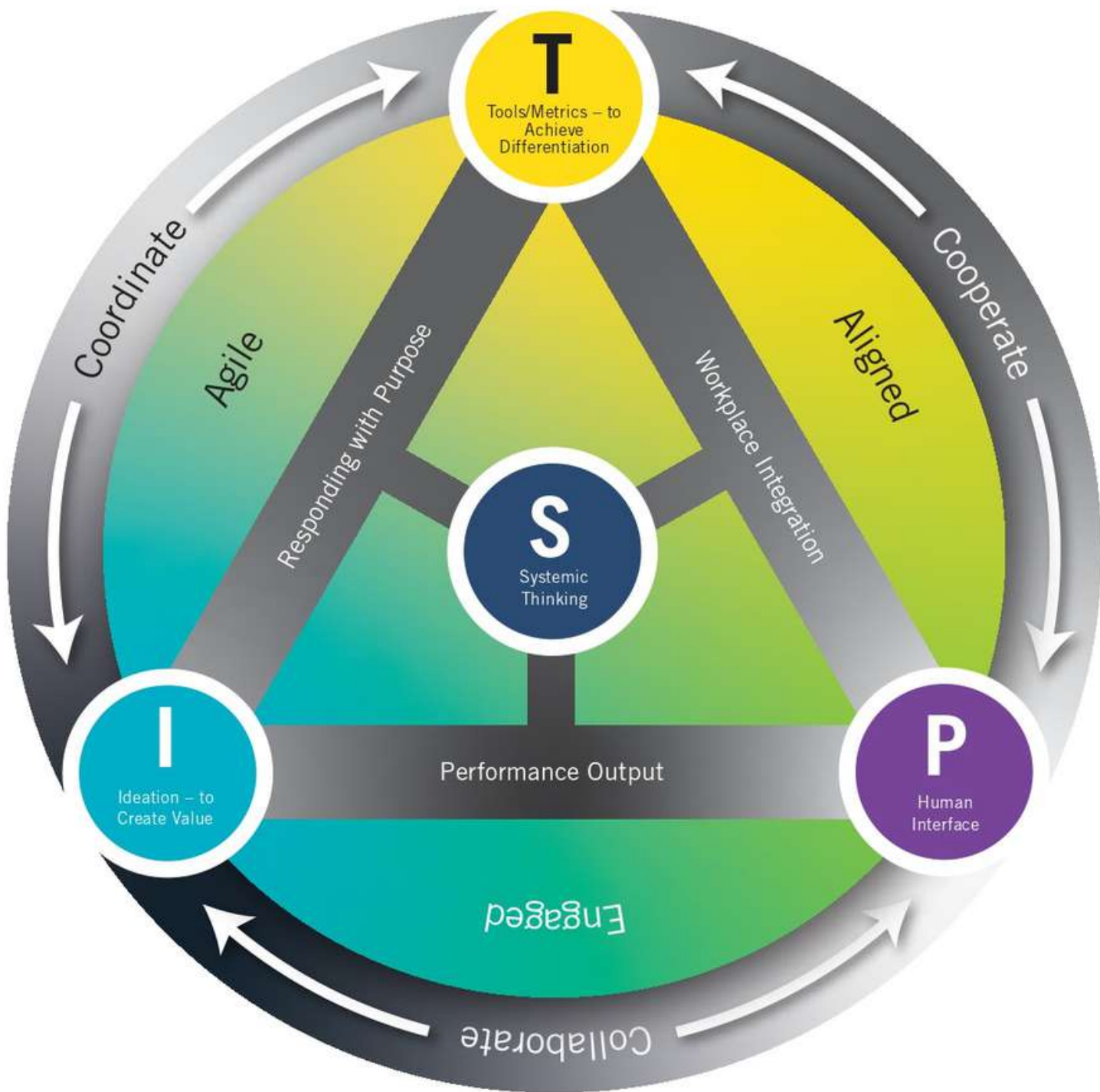
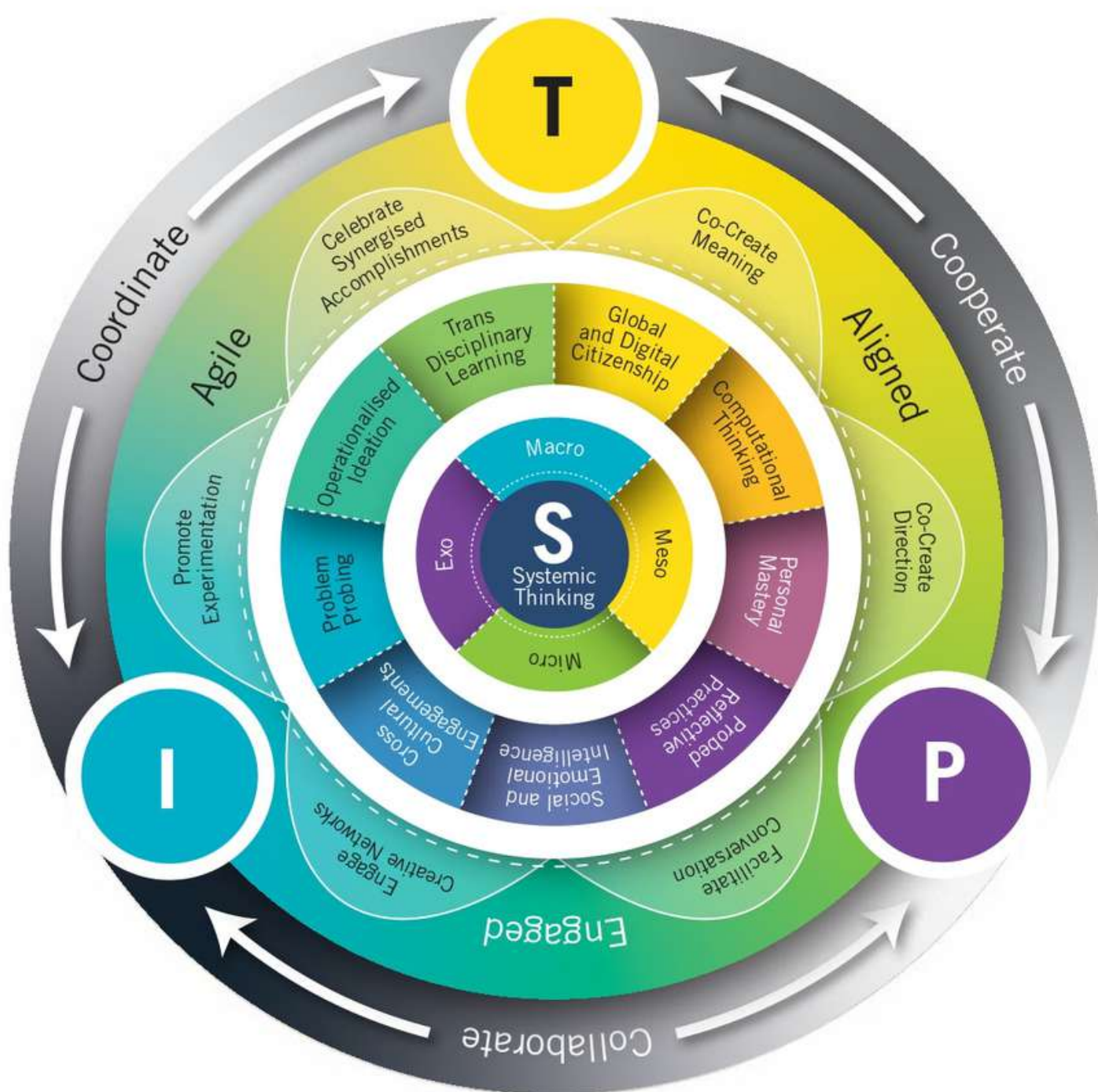


Figure 1: Core elements of The TIPS™ Managerial Leadership Framework





**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.



# THE SEVEN LAYERED TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

## 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.



## 14 | THE TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK

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/disciplinarity-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 andrhythmic 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 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



## 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.

**Table 2: Emerging workplace realities**

principles of creative networks as outlined by Jarcho (2016) are a hierarchy, 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 Da Vinci's principles of *Curiosita* (seeking the truth), *Dimostrazione* (taking responsibility), *Sensazione* (sharpening awareness), *Sfumato* (engaging the shadow), *Corporalita* (nurturing integration), *Connessione* (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.

### **6.4. Celebrate synergised accomplishments - build vitality**

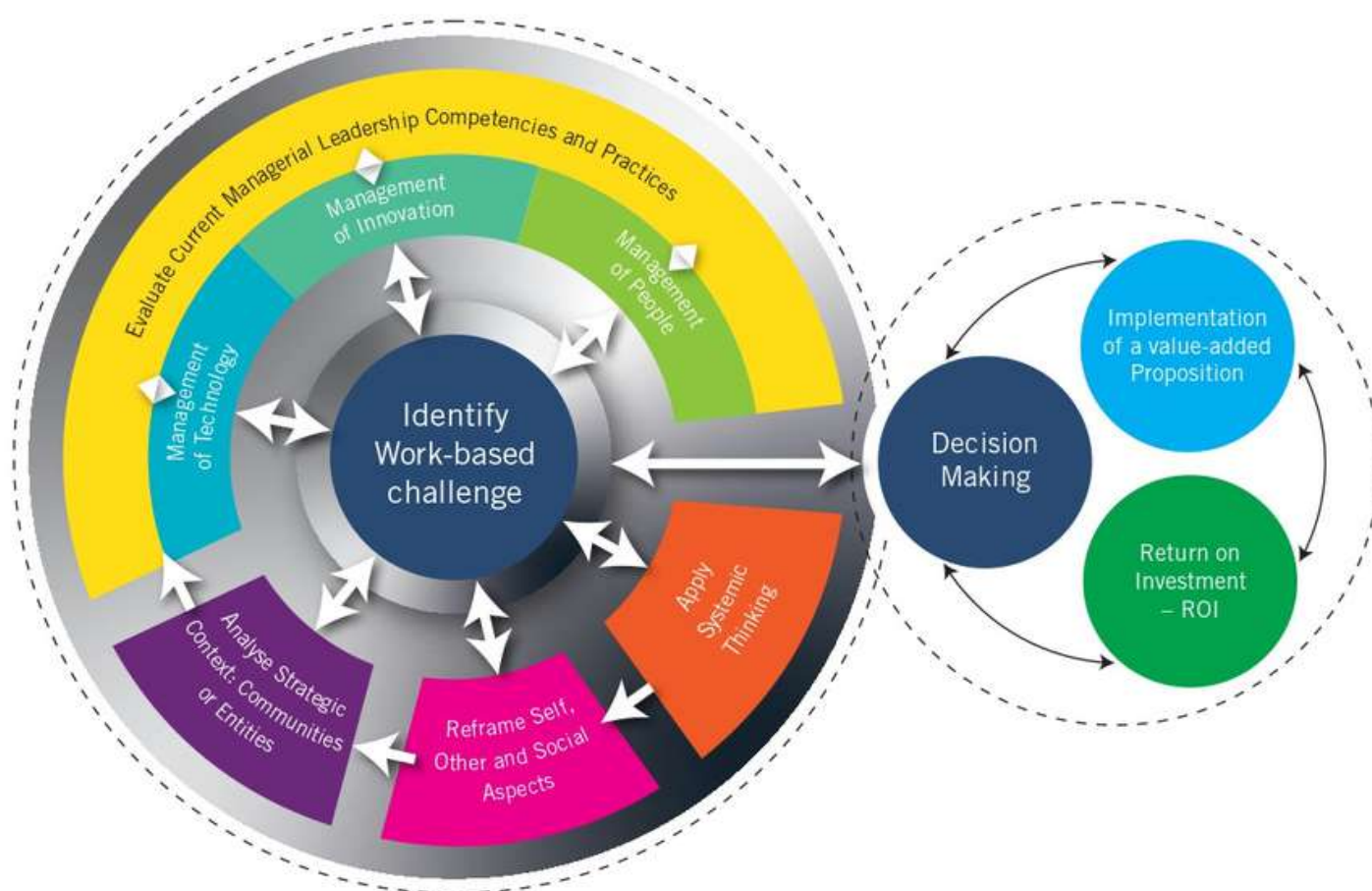
Authentic acknowledgment of individual and team performances and contributions, tend to invigorate people (both at an individual and a group level) and to inspire them, to go the extra mile and to do better than what they even thought is possible.

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





**Figure 3: for the TIPS™ Managerial Leadership Implementation Framework**

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 realities:

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.





# 16 | tt100 Business Innovation Awards Programme

An integral part of the research focus conducted utilising the TIPS™ Managerial Leadership Framework is the contribution from industry, as reflected in the engagement of emerging, small, medium and large companies over the past 30 years within the tt100 business innovation awards programme.

tt100 is a non-profit company that runs a business innovation awards programme, for organisations and individuals that operate within developing socio-economic contexts. Since 1991, tt100 has been recognising organisations and individual leaders that have successfully managed their technology, innovation and people in a systemic way. tt100 focuses on identifying emerging, as well as, established business leaders across private and public sectors that showcase these tenets.

The theme of the 2020 awards was related to a transdisciplinary reality and was illustrated by the case study of The Millau Viaduct in Southern France, serves as a great example of transdisciplinary engagement and the value such co-created reality can bring to society.

Over time four potential solutions were examined. The impact on both the people and the natural environment took prominence and were abandoned because of four reasons:

- the anticipated negative impact on the water level of the Tarn river
- the negative impact on the surrounding geological structures

- the interference with the seasonal movement of migrating birds, and
- the negative economic impact on the community in and around the town of Millau.

Today this transdisciplinary reality towers 336.4 meters above the clouds:

- built at a slight curve and a slight incline, to accommodate the human response to height
- respecting the rich biodiversity of the environment
- allowing the Millau community to continue to be financially sustainable even though the tourist traffic has been redirected away from the town.

This lesson in creating a transdisciplinary reality reminds us as Managerial leaders that we need to consider the value of co-creating transdisciplinary realities in service of society.

The tt100 programme provides enormous benefits to winners and finalists. The participants receive intensive, customised feedback on how they manage technology, innovation, people, and systems, enabling them to boost innovation outputs in a way that positively impacts on socio-economic development and the bottom line.

Additionally, winners and finalists become part of the tt100 community and are invited to participate in tt100 events, including business forums held jointly with government and partners involved in promoting business innovation - particularly the Department of Science and Innovation.



The winners for the 2020 tt100 Business Innovation Awards Programme in each category are:

Management of Technology	Category
BMP Properties (Pty) Ltd	Emerging
Cura Risk Management Software (Pty) Ltd	Small
Accsys	Medium
Spark ATM Systems	Large

Management of Innovation	Category
D22 IT Solutions	Emerging
Cura Risk Management Software (Pty) Ltd	Small
Accsys	Medium
Vault Group	Large

Management of People	Category
Ventso Group	Emerging
Mochochoco IT Consulting	Small
Accsys	Medium
Spark ATM Systems	Large

Management of Systems	Category
VNI Consultants	Emerging
Cura Risk Management Software (Pty) Ltd	Small
Accsys	Medium
Spark ATM Systems	Large

Sustainability	Category
PRD Logical Solutions (Pty) Ltd	Emerging
Cura Risk Management Software (Pty) Ltd	Small
Aizatron	Medium
Spark ATM Systems	Large

TT 100 Innovation	Category
The Para-Tube	Emerging
Packvault	Small
Facial Recognition Application	Medium
VRS Wireless Wear Solution	Large

Overall Excellent for Director General	Category
VNI Consultants	Emerging
Cura Risk Management Software (Pty) Ltd	Small

Overall Excellent for Minister's Award	Category
Accsys	Medium
Spark ATM Systems	Large



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# RESEARCH REPORT 2020

