


Leading for innovation: an assessment of employee perceptions about leadership behaviours among senior and middle management staff at Rhodes University Library

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Why this topic?


- ▶ Leadership as concept
 - ▶ myriad theories
 - ▶ listening to remarks and conversations
 - ▶ consistent call for "good" leadership
 - ▶ "one organisation, many leaders"
 - ▶ cliché
- ▶ Impact of leadership
 - ▶ "business unusual"
 - ▶ "transformation"



Leadership and Innovation?

Organisational effectiveness is directly and critically influenced by the leadership's ability to proactively 'invent/re-invent' the organisation.

Universal truth



Transformational leadership

- ▶ Visionary and adaptive leadership aimed at increasing morale and motivation of staff, with an emphasis on follower development and empowerment towards self-leadership, in support of entrepreneurial activities (Goethals, Soreson and Burns 2004b: 1558).

Thus question...

- ▶ **Based on the perceptions of staff, does the leadership at RUL display behaviours that are conducive to innovation?**
- ▶ In order to identify the leadership behaviours at RUL, the following sub-questions are proposed:
 - ▶ What are the RUL library staff's perceptions about leadership behaviours?
 - ▶ Do the different occupational levels at RUL have different perceptions about leadership behaviours of the middle and senior management leadership team?
 - ▶ Do the different divisional units at RUL have different perceptions about leadership behaviours of the middle and senior management leadership team?

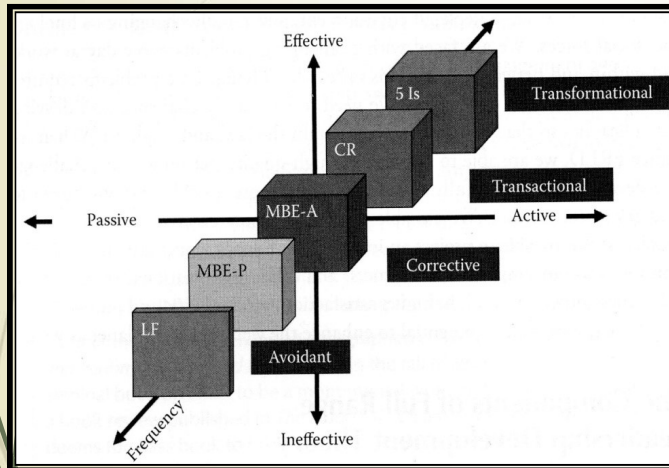
Research Methodology

- ▶ Research Design
 - ▶ Qualitative research
- ▶ Research Instrument
 - ▶ Team Multifactor Leadership Questionnaire (TMLQ)

2	12	22	32	42
instill pride in being associated with each other.	go beyond their self- interests for the good of the team.	display extraordinary talent and competence.	behave in ways that build respect for one another.	display confidence in each other.

- ▶ Assesses leadership elements based on ...
- ▶ Research Framework
 - ▶ Full-Range Leadership Model (FRLM)

Full-Range Leadership Model



FRLM Legend:

LF = Laissez faire behaviours
 MBE-P = Passive management-by-exception behaviours
 MBE-A = Active management-by-exception behaviours
 CR = Contingent reward behaviours
 5 I's = Transformational leadership behaviours

Full-Range Leadership Model

- ▶ Transformational Leadership (5 factors):
 - ▶ Idealised Attributes (IA)
 - ▶ Idealised Behaviours (IB)
 - ▶ Inspiration Motivation (IM)
 - ▶ Intellectual Stimulation (IS)
 - ▶ Individualised Consideration (IC)
- ▶ Transactional Leadership (2 factors):
 - ▶ Contingent Reward (CR)
 - ▶ Management-by-exception Active (MBEA)
- ▶ Passive/Avoidant Leadership (2 factors):
 - ▶ Management-by-exception Passive (MBEP)
 - ▶ Laissez-Faire (LF)
- ▶ Additional Questions
 - ▶ Perceptions as to extra effort from the leaders
 - ▶ Perception of leadership effectiveness
 - ▶ General overall satisfaction with the leadership

Research Methodology (continues)

- ▶ Leadership focus group
 - ▶ Based on strategic imperatives as per Job Descriptions (JDs)
 - ▶ Employment Levels 14 and up
- ▶ Sampling – not an option
 - ▶ 40 of 42 potential individuals within population participated
- ▶ Data collection
 - ▶ Transform Hosting Solution (Mind Garden Inc.)
- ▶ Data Analysis

Raw Data example

ANNEXURE 1: RHODES UNIVERSITY TEAM MULTIFACTOR LEADERSHIP - RESPONDENTS DATA

R = Respondent

Rhodes University Team Multifactor Leadership Questionnaire - Respondents Data																																								
	R 1	R 2	R 3	R 4	R 5	R 6	R 7	R 8	R 9	R 10	R 11	R 12	R 13	R 14	R 15	R 16	R 17	R 18	R 19	R 20	R 21	R 22	R 23	R 24	R 25	R 26	R 27	R 28	R 29	R 30	R 31	R 32	R 33	R 34	R 35	R 36	R 37	R 38	R 39	R 40
Question 1	2	2	1	2	2	2	2	3	3	2	3	1	3	2	2	3	2	1	3	1	2	3	2	3	4	2	3	2	0	1	2	0	3	3	2	1	2	3	0	2
Question 2	1	3	4	3	2	2	3	3	0	3	2	4	2	2	3	4	1	2	2	3	2	0	3	4	4	3	1	3	2	3	0	4	3	4	3	2	2	2	4	2
Question 3	1	1	1	2	2	1	2	3	2	3	3	0	1	1	0	4	3	1	2	0	1	0	1	1	3	0	4	2	0	0	0	0	0	2	2	0	0	4	0	2
Question 4	2	3	4	3	3	0	3	2	2	3	3	4	4	3	4	1	1	3	3	2	2	4	4	4	3	4	0	4	2	2	2	4	4	1	1	3	2	4	4	3
Question 5	2	1	0	2	2	2	2	3	1	2	2	2	0	3	3	0	2	1	1	1	2	3	1	4	4	4	2	2	3	3	2	3	3	2	3	2	3	4	1	3
Question 6	2	4	4	3	3	3	3	2	1	0	3	3	3	4	4	2	1	3	0	4	2	4	3	4	4	4	1	4	2	3	2	4	4	2	3	2	4	4	4	2
Question 7	1	3	4	2	3	2	2	3	0	0	4	4	4	3	3	0	1	2	0	3	1	4	2	3	2	4	1	4	1	2	0	4	3	2	1	3	4	2	4	3

Outcomes Transformational Leadership

FRLM Elements		Averages	Benchmark		Variances
			Min	Max	
Transformational Leadership	Idealized Attributes (IA)	2.4	3	4	1.01
	Idealized Behaviours (IB)	2.6	3	4	0.82
	Inspirational Motivation (INSP)	2.7	3	4	1.00
	Intellectual Stimulation (IS)	2.3	3	4	0.92
	Individualized Consideration (IC)	2.2	3	4	0.99

Outcomes Transactional Leadership


FRLM Elements		Averages	Benchmark		Variances
			Min	Max	
Transactional Leadership	Contingent Reward (CR)	2.4	2	4	0.96
	Management-by-Exception (Active) (MBEA)	1.9	1	2	0.63

Outcomes Non-Leadership (Avoidant)

FRLM Elements		Averages	Benchmark		Variances
Non-Leadership	Management-by-Exception (Passive) (MBEP)	1.6	0	1	0.94
	Laissez-faire (LF)	1.6	0	1	0.82

Outcomes General Leadership Outcomes

FRLM Elements		Averages	Benchmark		Variances
			Min	Max	
Leadership Outcomes	Generate Extra Effort (EE)	2.3	3	4	1.11
	Is Effective (EFF)	2.1	3	4	0.92
	Generate Satisfaction (SAT)	2.5	3	4	1.19



Conclusion?

- ▶ *Based on the perceptions of staff, does the leadership at RUL display behaviours that are conducive to innovation?*



Conclusion

- ▶ It is concluded that the RUL leadership team is perceived as
 - ▶ being predominantly transformational in nature,
 - ▶ but with evidence to suggest that transactional and non-leadership behaviours occur above the suggested rates
 - ▶ The findings are inconclusive to suggest that the levels of employment at RUL, based on strategic requirements as per job profiles, impact on perceptions about leadership behaviours
 - ▶ The findings are inconclusive to suggest that the sectional divisions at RUL in which staff members are employed, impact on perceptions about the RUL leadership behaviours
- ▶ It stands to reason that the transformational leadership behaviours of the leaders at RUL, contribute positively towards creating an environment conducive for innovation



Recommendations

- ▶ the RUL leadership team, through an analysis of the TMLQ report, reflect on leadership behaviours that support, rather than hinder, the creation of optimal conditions for innovation to take place.
- ▶ the RUL leadership team continually work towards the development of the necessary leadership skills, to further develop the transformational process required for an effective, efficient and innovative library service:
 - ▶ the RUL leadership team focus on increasing the rate of behaviours associated with *Transformational Leadership*
 - ▶ the RUL leadership team focus on decreasing the rate of behaviours associated with *Transactional Leadership*
 - ▶ the RUL leadership team focus on eliminating behaviours associated with *Passive Management-by-exception (MBEP)* and *Laissez-Faire (LF)* leadership styles



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**"Who would like to give me feedback
on my leadership qualities?"**