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The 4th International Conference on Responsible Leadership *Leadership Challenges that Matter*

15 & 16 March 2017

Conference Proceedings



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Albert Luthuli

CENTRE FOR RESPONSIBLE LEADERSHIP
Faculty Economic & Management Sciences
Department of Business Management

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Table of Contents

Programme Day 1: Wednesday, 15 March 2017.....	i
Programme Day 2: Thursday, 16 March 2017	ii
List of Panel Discussion Members & Keynote Speakers	iii
Abstracts of Conference Papers	1
Paper 1: Cherise Small & Charlene Lew	1
Paper 2: Johan Beukes	2
Paper 3: Letitia Campbell	3
Paper 4: Neil Eccles.....	3
Paper 5: Hilke Steenkamp & Ronel Rensburg.....	3
Paper 6: René Swart	5
Paper 7: Robbie Louw & Harmke Immink	6
Paper 8: Karin Buhmann	6
Paper 9: Adriaan Taljaard & Estelle De Beer	7
Paper 10: Renco van Rensburg, Wesley Niemann & Theuns Kotze	7
Paper 11: Bezzly Maiwashe & Gavin Price	8
Paper 12: Lungile Manzini.....	9
Paper 13: Lotte Holck & Laurence Romani.....	10
Paper 14: Annette Risberg & Laurence Romani	10
Paper 15: Michael Pepper	12
Paper 16: Tsitsi Mkombe & Estelle De Beer	13
Paper 17: Jill Bogie	14
Paper 18: Lorenzo Fioramonti	15
Paper 19: Marius Oosthuizen.....	16
Paper 20: Willem Fourie & René Swart.....	17

Paper 21: Bernard Slippers.....	17
Paper 22: Stephen Hendricks.....	18
Paper 23: Adri Drotskie & Jon Foster-Pedley.....	19
Paper 24: Matete Madiba.....	19
Paper 25: Karl-Heinz Pagner	20
Paper 26: Elmé Vivier	21
Paper 27: Sandile Mbokazi.....	22
Paper 28: Magda Hewitt & Albert Wort.....	22
Paper 29: David Coldwell, Emmanuel Nkomo & Robert Venter	23
Paper 30: Edwin Smith.....	23
Paper 31: Tonja Blom & Lynne Derman.....	24
Paper 32: Jacobus Oosthuizen	24
Paper 33: Mollie Painter-Morland	25
Paper 34: Caren Scheepers & Ellenore Meyer.....	25
Paper 35: Last Mazambani & Emmanuel Mutambara.....	27
Paper 36: Joy Ekwoaba & David Ekwoaba.....	29
Paper 37: Christian Voegtlin, Andreas Walther & Pascale Schwab	30
Paper 38: Katrin Muff, Anna Liechti & Thomas Dylick.....	31
Paper 39: Christoph Minnig & Peter Zangl	31
Presenters' Biography	33
Paper 1: Charlene Lew & Charlise Small	33
Paper 2: Johan Beukes	33
Paper 3: Letitia Campbell	33
Paper 4: Neil Eccles.....	34
Paper 5: Hilke Steenkamp	34

Paper 6: René Swart	34
Paper 7: Harmke Immink	34
Paper 8: Karin Buhmann	34
Paper 9: Adriaan Taljaard	35
Paper 10: Renco van Rensburg	35
Paper 11: Gavin Price	35
Paper 12: Lungile Manzini	35
Paper 13: Lotte Holck	36
Paper 14: Annette Risberg	36
Paper 15: Michael Pepper	36
Paper 16: Tsitsi Mkombe	36
Paper 17: Jill Bogie	37
Paper 18: Lorenzo Fioramonti	37
Paper 19: Marius Oosthuizen	37
Paper 20: Willem Fourie & René Swart	38
Paper 21: Bernard Slippers	38
Paper 23: Adri Drotskie	39
Paper 24: Matete Madiba	39
Paper 25: Karl-Heinz Pagner	39
Paper 26: Elme Vivier	39
Paper 27: Sandile Mbokazi	40
Paper 28: Magda Hewitt & Albert Wort	40
Paper 29: David Coldwell, Emmanuel Nkomo & Robert Venter	41
Paper 30: Edwin Smith	41
Paper 31: Tonja Blom & Lynne Derman	41

Paper 32: Jacobus Ootshuizen	42
Paper 33: Mollie Painter-Morland	42
Paper 34: Caren Scheepers.....	42
Paper 35: Last Mazambani.....	43
Paper 36: Joy Ekwoaba.....	43
Paper 37: Christian Voegtlin	43
Paper 38: Katrin Muff.....	44
Paper 39: Peter Zangl.....	44
Bibliography of Keynote Speakers	45
Keynote 1: Isaac Shongwe	45
Keynote 2: Mary Uhl-Bien	45
Keynote 3: Willem Fourie	46
Keynote 4: Jeff Radebe.....	46
Keynote 5: Tito Mboweni.....	46
Keynote 7: Dumisani Hlophe.....	47

Programme Day 1: Wednesday, 15 March 2017

07h30-09h00:	Registration & Refreshments: East Block Foyer			
09h00 – 09h15	Conference Welcome: Auditorium Nicola Kleyn (Dean: GIBS), Elsabe Loots (Dean: EMS UP), Derick de Jongh (Director: ALCRL UP) & Eric Guthey (Copenhagen Business School)			
09h15 - 10h00:	Introductory Keynote 1: Auditorium Mr Isaac Shongwe, Chair: Barloworld Ltd Responsible Leadership in the Private Sector: Challenges That Matter			
10h00 - 10h30:	Tea / Coffee			
10h30 - 12h00:	Session 1: Auditorium Chair: Ben van der Merwe Perspectives on Ethical and Spiritual Leadership	Session 2: Class Room 1 Chair: Pieter Conradie Fiduciary Responsibility and Leadership	Session 3: Class Room 2 Chair: Mette Morsing Leading Sustainability	Session 4: Class Room 12 Chair: Willem Fourie Responsible Leadership in South African Industry
10h30 - 11h00:	Paper 1: Cherise Small & Charlene Lew, Virtue Ethics and Mindfulness for Responsible Leadership: Towards a Holistic Approach	Paper 4: Neil Eccles, Overcoming Constraints Imposed by Fiduciary Duties in Terms of Tackling “Leadership Challenges that Matter”	Paper 7: Robbie Louw & Harmke Immink, Sustainable Leadership Towards a Low Carbon Future	Paper 10: Renco van Rensburg, Wesley Niemann & Theuns Kotze, Supply Chain Sustainability: A Qualitative Study in South African Food and Beverage Manufacturing
11h00 - 11h30:	Paper 2: Johan Beukes, Spirituality, Leadership and Social Change	Paper 5: Hilke Steenkamp & Ronel Rensburg, The Illusion of Shared (Stakeholder) Value: Deciphering CSR Statements in South African Annual Integrated Reports	Paper 8: Karin Buhmann, Leadership from Below: Promoting Evolution of Sustainability Norms Through Technology-Assisted Broadly Participatory Process	Paper 11: Bezzly Maiwashe & Gavin Price, Mining Industry Social Responsibility and its Impact on Local Community
11h30 - 12h00:	Paper 3: Letitia Campbell, Short-term Mission and its Others: Humanitarian Formation for Global Leadership and Solidarity	Paper 6: René Swart, Asset Managers and Responsibility: A South African Perspective	Paper 9: Adriaan Taljaard & Estelle De Beer, Integrative Communication as Equilibrium for Organisational Sustainability	Paper 12: Lungile Manzini, An Assessment of the Nature and Extent of Responsible Investment Practices in South Africa
12h00 - 13h00:	Lunch			
13h00 - 14h00:	Keynote 2: Auditorium Mary Uhl-Bien, BNSF Railway Endowed Professor of Leadership, Neeley School of Business, Texas Christian University Responsible Leadership in a Complex World			
14:00 - 15h30:	Session 5: Auditorium Chair: Robyn Remke Leadership and Diversity	Session 6: Class Room 1 Chair: Mette Morsing Leading Across Sectors for Sustainability	Session 7: Class Room 2 Chair: Pieter Conradie Perspectives on African Leadership	Session 8: Class Room 12 Chair: Ben van der Merwe South African Leadership and Higher Education in Crises
14h00 - 14h30:	Paper 13: Lotte Holck & Laurence Romani, The Benevolent Manager: Practices of Unwanted Discrimination in the Recruitment of Migrant Workers	Paper 16: Tsitsi Mkombe & Estelle De Beer, Communicative Decision-Making Between Corporate Donors and their NGO Recipients	Paper 19: Marius Oosthuizen, Leading on the Nexus of Ethical and Strategic Leadership	Paper 22: Stephen Hendricks, Local Challenges That Matter: Crisis in Higher Education
14h30 - 15h00:	Paper 14: Annette Risberg & Laurence Romani, Paradoxes and Ambiguities of Mentor Programs for Migrant Academics	Paper 17: Jill Bogie, Multi-Stakeholder Cross-Sector Collaboration for the Sustainable Development Goals	Paper 20: Willem Fourie & Rene Swart, Leadership and Transformational Change in Africa: Three Cases from Tanzania	Paper 23: Adri Drotskie & Jon Foster-Pedley, Socially Responsible Leadership in Higher Education: Henley Business School SA
15h00 - 15h30:	Paper 15: Michael Pepper, Understanding Gender and Sexual Diversity and the Need for Responsible Leadership	Paper 18: Lorenzo Fioramonti, How the UN Sustainable Development Goals Impact Global Leadership	Paper 21: Bernard Slippers, African Science Leadership	Paper 24: Matete Madiba, Taking a Look at the Current Higher Education Crisis Through the ‘Relational Lens’
15h30 - 16h00:	Tea / Coffee			
16h00 - 17h30:	Panel Discussion 1: Class Room 1 Moderator: Sonja Blignaut Complexity Leadership in the South African Context	Panel Discussion 2: Class Room 2 Moderator: Drikus Kriek Diversity and Inclusion in Global Teams and Organisations	Panel Discussion 3: Class Room 12 Moderator: Iain Patton The Surprising Sources and Nature of Tomorrow's Leadership	
17h30 - 18h30:	Break			
18h30 – 21h30	Welcoming Dinner and Keynote 3: Restaurant Willem Fourie, Associate Professor in Ethics, Faculty of Theology & Faculty Associate at ALCRL Leadership and Africa's Development: Challenges and Opportunities			

Programme Day 2: Thursday, 16 March 2017

07h30-08h45:	Refreshments on Arrival: East Block Foyer			
08h45 - 09h00	Launch: Auditorium Willem Fourie: <i>South African Sustainable Development Knowledge Hub</i>			
09h00 - 09h45	Keynote 4: Auditorium Minister Jeff Radebe (MP), Minister in the Presidency <i>Responsible Leadership in the Public Sector: Challenges That Matter</i>			
09h45 - 10h15	Tea / Coffee			
10h15 - 12h15	Session 9: Auditorium Chair: Ben van der Merwe <i>Leading Engagement and Participation in the Public Sphere</i>	Session 10: Class Room 2 Chair: Steve Kempster <i>Leadership Development That Matters</i>	Session 11: Class Room 12 Chair: René Swart <i>Leadership and Change</i>	Panel Discussion 4: Class Room 4 Moderator: Derick de Jongh <i>Curriculum Matters – Leadership, Citizenship, and Sustainability in the Classroom</i>
10h15 - 10h45:	Paper 25: Karl-Heinz Pogner, <i>Leading Cities: Leadership and Urban Governance in Denmark</i>	Paper 28: Magda Hewitt & Albert Wort, <i>The Emergence of a Conceptual Meta-Leader Development Model</i>	Paper 31: Tonja Blom & Lynne Derman, <i>The Leadership Crisis and Change: Beyond Dialogue</i>	-
10h45 - 11h30:	Paper 26: Elmé Vivier, <i>Tracing Leadership Practices in Participation between Officials and Community Leaders in Cape Town</i>	Paper 29: David Coldwell, Emmanuel Nkomo & Robert Venter, <i>Developing Ethical Leaders for Unfriendly Business Environments: An Ongoing Challenge for Higher Education</i>	Paper 32: Jacobus Oosthuizen, <i>The Determinants of Fourth Industrial Revolution Leadership Dexterity</i>	
11h30 - 12h15	Paper 27: Sandile Mbokazi, <i>Can Traditional Leaders Contribute Meaningfully to Addressing Local Challenges that Matter?</i>	Paper 30: Edwin Smith, <i>Building University Residence Servant Leaders in Outdoor Classrooms</i>	Paper 33: Mollie Painter-Morland, <i>Liquid Leadership</i>	
12h15 - 13h00:	Lunch			
13:00 - 13:45	Keynote 5: Auditorium Mr Tito Mboweni, Africa Advisor, Goldman Sachs South Africa (former Governor of the South African Reserve Bank)			
13:45 – 15:15	Panel Discussion 5: Auditorium Moderator: Sylvia Graham <i>"Shaking the Centre?": Marginality, Pluralism and Youth Leadership</i>	Panel Discussion 6: Class Room 2 Moderator: Louise van Rhyn <i>The decision Nedbank made to change the way in which leadership development is facilitated</i>	Panel Discussion 7: Class Room 12 Moderator: Stephen Hendricks <i>Executive Leadership in Public Health</i>	
15:15 – 15:45	Coffee			
15h15 - 16h45:	Session 12: Class Room 2 Chair: Annette Risberg <i>Leadership in Marginalized Contexts</i>	Session 13: Class Room 12 Chair: Ben van der Merwe <i>Perspectives on Responsible Leadership</i>	Panel Discussion 8: Auditorium Moderator: Robyn Remke <i>Responsible Leadership in the Era of Post-Truth</i>	
15h15 - 15h45:	Paper 34: Caren Scheepers & Ellenore Meyer, <i>Leveraging Complexity Leadership to Improve the Health and Wellbeing of the Poor and Marginalised</i>	Paper 37: Christian Voegtlin, Andreas Walther & Pascale Schwab, <i>Why Responsible Leadership is Relevant: An Empirical Examination of its Antecedents and Outcomes</i>		-
15h45 - 16h15:	Paper 35: Last Mazambani & Emmanuel Mutambara, <i>Sustainable Value Creation in Low-Income Markets: How the Private Sector can Deepen and Scale up Poverty Alleviation</i>	Paper 38: Katrin Muff, Anna Liechti & Thomas Dylick, <i>The Competency Assessment for Responsible Leadership (CARL)</i>		
16h15 - 16h45:	Paper 36: Joy Ekwoaba & David Ekwoaba, <i>Leadership Roles of HMOs in Enhancing Participation in Health Insurance Scheme in Lagos State, Nigeria</i>	Paper 39: Christoph Minnig & Peter Zängli, <i>Leadership in Self-Organized Systems - Squaring the Circle or A New Kind of Responsibility?</i>		
16h45 - 18h15:	Keynote 6: Panel Discussion: Auditorium Host: Michael Avery, Business Journalist, Classic FM with Special Guests: Zanele Hlatshwayo and Sinawo Madaza <i>The Leadership Dynamics of the University Crisis</i>			
18h15 - 18h30:	Break			
18h30 – 21h30	Farewell Dinner and Closing Keynote 7: Auditorium Mr Dumisani Hlophe, Governance Specialist, UNISA <i>Leadership in the current South African political landscape</i>			

List of Panel Discussion Members & Keynote Speakers

Panel Discussion 1: <i>Complexity Leadership in the South African Context</i>	Panel Discussion 2: <i>Diversity and Inclusion in Global Teams and Organisations</i>	Panel Discussion 3: <i>The Surprising Sources and Nature of Tomorrow's Leadership</i>	Panel Discussion 4: <i>Curriculum Matters - Leadership and Citizenship in the Classroom</i>
Moderator: Sonja Blignaut, More Beyond Panellists: Jean Cooper, Institute for Leadership & Transformation Dan Karreman, Copenhagen Business School Mary Uhl-Bien, Neeley School of Business, Texas Christian University Mollie Painter- Morland, Nottingham Trent University Shawn Cunningham, Mesopartner	Moderator: Drikus Kriek, WITS University Panellists: Lotte Holck, Copenhagen Business School Minna Paunova, Copenhagen Business School Michael Pepper, University of Pretoria Robyn Remke, Lancaster University Management School Guro Sanden, Copenhagen Business School, Harvard University	Moderator: Iain Patton, Environmental Association for Universities and Colleges Panellists: John North, Globally Responsible Leadership Initiative Louise van Rhyn, Partners for Possibility	Moderator: Derick DeJongh, Albert Luthuli Centre for Responsible Leadership Panellists: Mette Morsing, Stockholm School of Economics, Copenhagen Business School Steve Kempster, Lancaster University Management School TBA
Panel Discussion 5: <i>Shaking the Centre?": Marginality, Pluralism and Youth Leadership</i>	Panel Discussion 6: <i>The Decision Nedbank Made to Change the Way in which Leadership Development is Facilitated</i>	Panel Discussion 7: <i>Executive Leadership in Public Health</i>	Panel Discussion 8: <i>Responsible Leadership in the Era of Post-Truth</i>
Moderator: Sylvia Graham, Albert Luthuli Centre for Responsible Leadership and the Centre for the Study of Governance Innovation Panellists: Carel Willemsse, Perdeby Dikeledi Mokoena, University of Pretoria Jaco Bothma, University of Pretoria Khaya Ndzingani, University of Pretoria Phakamille Mbengashe, Spokesman: Deputy Minister Trade and Industry, Chair: ANCYL Ward 82 Tlotlo Mabula, Former Deputy Secretary: SASCO Tshwane	Moderator: Louise van Rhyn, Partners for Possibility Panellists: Dean Retief, Nedbank Thabang Chiloane, Nedbank Zama Mlungwana, Nedbank	Moderator: Stephen Hendricks, University of Pretoria Panellists: Eric Buch, University of Pretoria Marcus Malokomme, Pelonomi Hospital, Bloemfontein Thabiso Makola	Moderator: Robyn Remke, Lancaster University Management School Panellists: Dan Karreman, Copenhagen Business School Eric Guthey, Copenhagen Business School Hans Krause Hansen, Copenhagen Business School Mary Uhl-Bien, Neeley School of Business, Texas Christian University Steve Kempster Lancaster University Management School
Keynote 1: Isaac Shongwe <i>Responsible Leadership: in the Private Sector: Challenges That Matter</i>	Keynote 2: Mary Uhl-Bien <i>Responsible Leadership in a Complex World</i>	Keynote 3: Willem Fourie <i>Leadership and Africa's Development: Challenges and Opportunities</i>	Keynote 4: Minister Jeff Radebe <i>Responsible Leadership in the Public Sector: Challenges That Matter</i>
Speaker: Isaac Shongwe Chair: Barloworld Ltd	Speaker: Mary Uhl-Bien BNSF Railway Endowed Professor of Leadership, Neeley School of Business, Texas Christian University	Speaker: Willem Fourie Associate Professor in Ethics Faculty of Theology & Faculty Associate at ALCRL	Speaker: Minister Jeff Radebe (MP), Minister in the Presidency
Keynote Panel 5: Mr Tito Mboweni, Africa Advisor, Goldman Sachs SA	Keynote Panel 6: Michael Avery <i>The Leadership Dynamics of the University Crisis</i>	Keynote 7: Mr Dumisani Hlophe <i>Leadership in the current South African political landscape</i>	
Speaker: Mr Tito Mboweni, Africa Advisor, Goldman Sachs SA	Host: Michael Avery, Classic FM Special Guests: Zanele Hlatshwayo (Grand-daughter: Late Chief Albert Luthuli) Sinawo Madaza (Student Leader @ UP) Keynote Panel: Nicola Kleyn, Dean, GIBS Business School Derick DeJongh, Albert Luthuli Centre for Responsible Leadership	Speaker: Mr Dumisani Hlophe Governance Specialist UNISA	

Abstracts of Conference Papers

The abstracts of the conference papers are in the order of appearance in the programme.

Paper 1: Cherise Small & Charlene Lew

Virtue Ethics and Mindfulness for Responsible Leadership: Towards a Holistic Approach

Abstract:

Turbulence and change in the socio-political and economic climates across the world in recent years have given rise to several significant leadership challenges, such as humanitarian issues globally, refugee and migration crises regionally as well as a crisis in South Africa's higher education and employment, underpinned by socio-political pressures locally. Given the continuation of humanitarian challenges, there is a growing need to understand the type of leadership, but more importantly, the essential leadership competencies, attitudes and practices that are required to not only shift, but also transform an increasingly challenging world. However, before one may determine the leadership styles and behaviours that could bring sustainable solutions to humanitarian crises, it is essential to revisit the primary principles of moral human behaviour and decision-making. By understanding the core elements of ethical decision-making one may begin to describe the type of leadership behaviour that can bring practical answers to such crises.

One fundamental competency of responsible leadership is ethical decision-making. According to the Rest Model (1986), the Interactionist Model (1986), and the Issue-Contingent Model (1991) ethical decision-making follows distinctive steps which are awareness of an ethical dilemma, a judgment of the appropriate action, and an intention to commit to certain activities and behaviours. Recent literature in ethical decision-making shows that mindfulness improves meta-cognition, yet the relationship between mindfulness and moral responsibility (obligation to act in a socially responsible manner) has not been fully explored. Where ethical intent for instance refers to a resolve to act on the morally "right" judgment, the triadic model of mindfulness highlights that the aim thereof is to eradicate thinking patterns and attitudes that stem from greed, ill will and delusion, which is in keeping with the need to reduce suffering and distress.

Therefore, it seems that the practice of mindfulness may help clarify some of the yet misunderstood dimensions of ethical decision-making. The virtues associated with the practice of mindfulness requires leaders to be non-reactive, observant, describing, non-judging and aware. This raises the question whether it is plausible to believe that improving traits of mindfulness will relate to ethical decision-making of leaders. There seems to be a need for a deeper understanding of the relations among and mediators of the elements of ethical decision-making models. A more holistic model of ethical decision-making may be achieved by defining the relationships among ethical judgement, ethical intent, moral responsibility and mindfulness.

The aim of this study was therefore to examine the relationships among mindfulness, moral responsibility and two of the four constructs of Rest's model of moral maturity, namely ethical judgment or determining the most justifiable moral solution and ethical intent or committing to choose the moral option.

Using a sample of 191 South African decision makers of varying age, gender, ethnicity and religion, quantitative methods were used to measure moral judgment through the Multidimensional Ethics Scale (Reidenback & Robin, 1990) and the amended Moral Disengagement Scale (Bandura, Barbaranelli, Caprara & Pastorelli, 1996). The Multidimensional Ethics Scale also measured respondents' level of ethical judgement and intent in response to three vignettes which each presented ethical dilemmas through two competing ethical principles. Mindfulness was measured by means of the Five Facet Mindfulness Questionnaire (Baer, Smith, Hopkins, Krietemeyer & Toney, 2006).

The internal consistency and item to total Pearson correlation was used to determine the reliability of each scale, while principle component analysis (exploratory factor analysis) was conducted to determine construct

validity. Before conducting any further analysis, the level of difference in responses between the three vignettes was established using multivariate analysis of variance, and was found to be statistically significant. Moral intensity, which was not controlled for, may have been the variable contributing to perceived variance in responses. Subsequently, analysis was conducted separately for each of the three scenarios.

The findings from regression analyses suggests that five facets of mindfulness, which are acting with awareness, observing, non-reactivity, describing and non-judging, as separate independent variables predict ethical judgment and moral responsibility for two of the three scenarios. This means that respondents who displayed the five distinct facets of mindful, may also incorporate in their decision-making moral philosophies of fairness, justice, contract, duty, consequence and greatest good, and are not likely to disengage morally through mechanisms of moral justification, euphemistic language, advantageous comparison, displacement of responsibility, diffusion of responsibility, disregarding or distorting the consequences, or dehumanising another person. Furthermore, moral responsibility partially mediates the relationship between mindfulness and ethical intent, across only two of the scenarios as well. This means that mindfulness may relate to ethical intent because of moral responsibility. This finding highlights an important development in models of ethical decision-making. As statistical significant response bias was detected in comparing the perceived level of ethical intent with those of peers, which suggests the need for further multi-method research methodologies in future. The research also highlights the need future research to explore the impact of moral intensity on both mindfulness and moral responsibility.

Insights from the study may be used to recommend improvements to decision-making when faced with ethical dilemmas. Although no causal relationship is implied, the research suggests that development of mindfulness forms part of a more holistic development of the ethical decision-making of leaders. When faced with humanitarian crises, leaders need to know what a morally correct response would be (moral judgement), and be willing and committed to choosing the best moral option (ethical intent) and with that act with awareness of the situation, carefully observing without inappropriate action or judgement in order to lead.

Paper 2: Johan Beukes

Spirituality, Leadership and Social Change

Abstract:

For the past few years Spirituality in Business are trending on different platforms. Spirituality in Business had been studied at many business schools around the world. Many recent management books dedicated at least one chapter or section to spirituality at work. Many leadership and business conferences emphasized the importance of spirituality for a healthy organization. Even business and leadership experts such as Otto Scharmer (Theory U) and Margaret Wheatley would invite business leaders on retreats and let them experience different interventions derived from spirituality in order to enhance business and leadership capacity of the leaders. Despite all the positive feedback and enhanced capacity resulting from the renewed focus on the importance of spirituality in business, Christian spirituality is not featuring as such. The researcher is of the opinion that the Christian spirituality and tradition could and should play a leading role herein.

The remarkable influence that the Reformed tradition (Western World) had on the work ethic of individuals and organizations for the last 500 years could continue with an openness for influence from the Contemplative tradition (Eastern world). In some multinational companies, it is already common practice for leaders to utilize the '*quiet rooms*', during working hours, for solitude or mindfulness experiences. Different researchers confirmed the positive impact of the before mentioned experiences on the neurology and or productivity of these leaders. Various spiritual practices (facilitated at in Harmonie – place of change) and the anticipated impact thereof on the leaders who need to deal with social challenges such as reconciliation will be explored.

Paper 3: Letitia Campbell

Short-term Mission and its Others: Humanitarian Formation for Global Leadership and Solidarity

Abstract:

From the 1960s on, short-term mission trips have been an increasingly popular practice in U.S. churches; today, millions of Americans travel annually to participate in humanitarian and religious service activities overseas. In the last 20 years, secular forms of travel have emerged which echo this practice, as well: in secondary education, service trips and cultural exchange programs; in higher education, international travel seminars and short-term study abroad; and in the tourism sector, volunteer tourism and other “alternative” tourism products and services. In both their religious and secular forms, these brief international travel and service programs espouse cosmopolitan worldviews and aim to cultivate in participants, particularly young people, the knowledge, skills, and sensibilities necessary to live meaningful and socially responsible lives in a self-consciously global and interconnected world. Nevertheless, these practices often have unintended consequences for both participants and the communities to which they travel, and have been subject to a number of critiques, including charges that they are wasteful, harm economic and social life in host communities, naturalize political and economic inequalities, and reinscribe colonialist fantasies of escape, encounter, and rescue. Drawing on the history of Christian theological and ethical debate about short-term mission as well as contemporary research on voluntourism and development, this paper discusses the critical challenges faced by both religious and secular programs that focus on international service as a pedagogical and formative practice, and the implications of these challenges for the task of cultivating global leaders capable of addressing complex and pressing challenges.

Paper 4: Neil Eccles

Overcoming Constraints Imposed by Fiduciary Duties in Terms of Tackling “Leadership Challenges that Matter”

Abstract:

In the opening salvos of his classic work *A Theory of Justice*, John Rawls advanced the following simple premise: “Justice is the first virtue of social institutions” (Rawls, 1971, pg 3). Although the absoluteness of this has been challenged by some (e.g. Sandel, 1998), very few would argue against the suggestion that justice is amongst a very small handful of primary virtues of social institutions. Building from this premise, it seems reasonable then to argue that if we are to talk about “Leadership challenges that matter”, then we must surely invest significant attention to matters of justice. With this conclusion in mind, I next reflect on the central role that impartiality is believed to play in the formulation of ideas of justice as fairness with specific reference to arguments advanced by both Rawls and Sen. I then examine the fiduciary duties typically imposed on, and accepted by, those traditionally recognized as leaders in the social institution of business. In particular, I pay attention to the possibility that these are antithetical to the impartiality demands of justice. Finally, I speculate on how Rawls’ veil of ignorance might be used to imagine a synthesis between fiduciary duties and impartiality and on how such a synthesis is likely to be viewed in the “real world”.

Paper 5: Hilke Steenkamp & Ronel Rensburg

The Illusion of Shared (Stakeholder) Value: Deciphering CSR Statements in South African Annual Integrated Reports

Abstract:

When conceptualising ways in which societal needs can be addressed, one of the dominant discourses in Africa is “transformative change” (Nkomo, 2011:366). Nkomo (2011:366) argues that various developmental targets can be realised by means of “effective leadership and management”. Following this line of researching, this research proposes that tangible change in African countries such as South Africa can be

achieved when organisations engage with stakeholders by means of corporate social responsibility (CSR) projects.

The South African CSR discourse is predominantly shaped by the King III (2009) Report on corporate governance along with underlying principles of *Ubuntu*. From an organisational perspective, CSR is regarded as a method to “enhance the values of *Ubuntu*” and to strengthen the “interconnectedness” between organisations and communities (Kayuni & Tambulasi, 2012:73; 75). The onus, therefore, rests on organisations to care for the community and act from a position of servant leadership (King III, 2009:17; Garriga & Melé, 2004:57).

The emphasis is, furthermore, on “inclusive stakeholder” relations that should guide organisations’ boards of directors in collaborating and innovating with stakeholders to accelerate social transformation (King III, 2009:9). The incorporation of strategic, Afrocentric value-based behaviour within the socio-economic, political and cultural spheres is congruent with Porter and Kramer’s (2006:81) argument that organisations have a moral or ethical obligation to act as good corporate citizens (see also Arnoldi-Van der Walt, 2000:116; Broodryk, 2006:52; Maserumule, 2011:289; Van Deventer, 2015:2).

When South African organisations’ annual integrated reports are studied, it is evident that their specific brand of corporate citizenship and corporate governance follow business and communication models which incorporate African moral philosophy (Khomba & Vermaak, 2012; Mersham, Skinner & Rensburg, 2011; Nkomo, 2011; Skinner & Mersham, 2008; Tindall & Holtzhausen, 2012). It is the authors’ opinion that the most important yardstick to gauge the extent and perceived value of CSR projects is by assessing how these projects are expressed in organisations’ annual integrated reports. Here issues such as strategic CSR, the creation of shared value, motives for social reporting, the inclusion of forward-looking CSR goals along with statements pertaining to moral philosophy come to the fore (Du, Bhattacharya & Sen, 2010:15; Hooghiemstra, 2000:56; Porter & Kramer, 2006:88).

Although one would assume that organisations aim to engage in social reporting not only to signal but also to “enhance its social performance”, South African organisations’ annual integrated reports contain few forward-looking statements and commitments (Hooghiemstra, 2000:56). If chief executive officers (CEOs) and board of directors regard themselves as responsible leaders, they inherently ascribe to and spearhead the creation of shared value for both internal and external stakeholders. This, by extension, should translate into detailed forward-looking, strategic and tangible CSR goals in their organisations’ annual integrated reports.

To investigate the social reporting practices of South African organisations, the researchers conducted qualitative research on two financial institutions, namely FNB (FirstRand Group) and Capitec. This explorative research employed a phenomenological research paradigm to explore the CSR discourse presented in the financial institutions’ annual integrated reports of 2013. Data were collected from the institutions’ websites and were analysed by means of interpretative discourse analysis and Leximancer, a computer-aided qualitative data analysis software (CAQDAS) program. The Leximancer concept maps assisted the researchers in identifying dominant themes in the annual integrated reports and ascertaining how deeply embedded the constructs of CSR and *Ubuntu* are in the communicative products disseminated to both internal and external stakeholders.

The following findings, managerial implications and recommendations emanated from the research. It was established that the actual impact and shared value of FNB’s and Capitec’s CSR initiatives was not reported for all its CSR initiatives. When the impact of a particular CSR initiative was reported, it was conveyed to stakeholders in statistical/numeric form in the financial institutions’ annual integrated reports. In addition, the beneficiaries and the value they gained from the CSR initiatives, as well as their perspectives were excluded and remained ‘hidden’ from the discourse.

Moreover, when the actual impact of CSR initiatives is excluded from the discourse, it points to the utilisation of CSR for cosmetic purposes or the lack of strategic CSR. Moving from the stance that CSR should be strategic, two recommendations are proposed. Firstly, the impact of all CSR initiatives of the two financial institutions' should be reported. Secondly, in order to shift the discourse from the financial institution as benevolent giver or investor, the inclusion of narratives from beneficiaries of CSR initiatives should be considered. To include the beneficiaries' perspective and the value they have personally gained from the financial institutions' CSR initiatives could change the perception that organisations only employ CSR as a public relations activity to enhance their reputation. By doing so, it shifts the power relations to focus predominantly on the beneficiaries. The assistance given by the organisation or financial institution would only play a subordinate role in the discourse. This would result in communicating human interest rather than organisational interest to stakeholders.

The third major finding pertains to the lack of forward-looking statements in the two financial institutions' annual integrated reports. It was established that the communicated CSR initiatives listed in FNB's and Capitec's annual integrated reports were not always associated with explicit performance goals or targets. Without definite CSR performance goals, stakeholders do not have assessment criteria against which the financial institution's CSR performance can be measured. It is recommended that both financial institutions should include realistic, attainable CSR goals for each of their CSR initiatives. While explicit performance targets were included for the institutions' environmental commitment (carbon emissions and carbon footprint), it is still argued that forward-looking commitments are required that would assist stakeholders in evaluating the institutions' actual social CSR performance over a period of time. Drawing on the findings, it is proposed that CEOs and boards of directors should re-evaluate their current social reporting practices. Researchers and communication professionals should also be given ample access to present new methods of communicating CSR to organisations. This would fulfil the purposes of holistic communication management models namely to "restore positive societal values", reach concrete developmental goals, and assist communication professionals to act as "change agents" (Broodryk, 2006:54; Tindall & Holtzhausen, 2012:382; Mersham *et al.*, 2011:200).

Paper 6: René Swart

Asset Managers and Responsibility: A South African Perspective

Abstract:

Asset managers are given the responsibility to manage the money of ordinary people. The money should be managed "on behalf of and in the best interests of the beneficiaries" in a fiduciary capacity. Despite the fact that the management of money is split between an array of role players in the investment chain the focus of this paper is on asset managers as it can be argued that they are the ultimate decision-makers and leaders of the investment chain. It is therefore important to understand how asset managers perceive their responsibility and more specifically whether they fully understand the implications of their fiduciary responsibility.

It is argued that an understanding of the original reason for the creation of fiduciaries and better insight into fiduciary duties could assist asset managers to really manage money in the best interests of beneficiaries. The findings from an explorative qualitative study suggest that asset managers in South Africa hold a very narrow and specific view of responsibility. For them, responsibility means investing capital to achieve inflation-beating financial returns. Even when specifically interrogated with regard to their fiduciary responsibility, they seem to interpret these legal duties very narrowly, even four years after the amendments made to Regulation 28 of the Pension Fund Act. In most cases, they are convinced that they are exclusively responsible for executing the mandate, chasing the highest possible returns within a reasonable level of risk, and making sure that the returns beat inflation. Their responsibility towards future generations and the environment is missing from what they perceive their fiduciary responsibility to be. They are therefore very unlikely to incorporate ESG considerations into their investment decision-making to any meaningful extent, without being legally obliged to do so.

Paper 7: Robbie Louw & Harmke Immink

Sustainable Leadership Towards a Low Carbon Future

Abstract:

What would a low carbon future look like, and which companies would survive the transition to this low carbon future?

The King IV Report (2016) recognises that companies operate in the triple context of economy, society and the environment. The manner in which organisations make revenues impacts these three elements, and in turn they impact on the organisation. The latest King Report specifically identifies climate change as one of the drivers of the 'changed world' that businesses now operate in. Even climate sceptics must acknowledge that extreme weather conditions have posed new risks in recent years and can impact a company's financial performance. This paper will unpack the changing nature of both the risks and opportunities of climate change.

Companies worldwide are increasingly required to set targets for the reduction of their carbon footprints as part of the low carbon transition. This is especially true if the company in question participates in the voluntary disclosure of their greenhouse gas emissions and climate change exposure through programmes such as the CDP or mandatory reporting for government. Targets can be set to support the level of decarbonisation required in keeping global temperature increase below 2°C as compared to pre-industrial temperatures. The 2°C target is further supported by the Paris Agreement that even suggests a target of 1.5°C. South Africa's ratification of the Paris Agreement sends a positive signal of continued leadership role on a national level in ensuring the effects of climate change are addressed.

Taking cognisance of the nature of the country in which the company operates is critical in developing suitable metrics and targets. The Paris Agreement does not define particular emissions allocation processes for developed and developing countries. Countries, however, agreed on the principles of equity and common but differentiated responsibilities in the light of different national circumstances. Differentiated responsibilities must be defined and acted by the public and private sector. Both companies and sub-national entities such as cities can play an important role in shaping the low carbon future.

Paper 8: Karin Buhmann

Leadership from Below: Promoting Evolution of Sustainability Norms Through Technology-Assisted Broadly Participatory Process

Abstract:

Addressing potential global as well as regional or local 'leadership challenges that matter', this paper outlines the background and prospects for a potential research agenda for 'leadership from below' in the evolution of norms of sustainable conduct and their implementation.

The paper understands 'leadership from below' as the inclusion of individuals or groups who may not have or only with difficulty have access to actively join in conventional processes of evolving norms of conduct on sustainability concerns or drafting implementation strategies, but who possess as valid and relevant insights, concerns and experience as those with easier access to such processes. In particular, the paper is interested in ways to include population groups living outside of large cities and decision centres in shaping the future course of sustainable development.

Drawing on the evolution of the United Nations Guiding Principles on Business and Human Rights (2011) and the advanced African experience in using mobile phones to provide rural population with access to economic transactions as the empirical basis, the paper describes research potential for inclusive and

participatory processes that apply information technology assisted inclusion of views, needs and concerns of individuals in processes related norms of conduct with regard to sustainability, such as the implementation of the Sustainable Development Goals (SDGs) in a local or regional context. The proposed interdisciplinary research agenda considers how the African experience in mobile phone payment schemes and business communication may be applied and expanded for the purposes of two-way communication for the evolution and implementation of sustainability norms that include the expertise and views of the often non-included. Calling for connecting the normative and policy-making social sciences with information-technical communication insights, the paper outlines research perspectives for applying the African mobile phone experience as a unique example of how individuals living far from conventional centres of political and economic power may be included in mainstream communicative processes through electronic communication platforms enabling 'leadership from below' through including local people's sustainability related insights and views and the experience of African mobile phone firms.

Paper 9: Adriaan Taljaard & Estelle De Beer

Integrative Communication as Equilibrium for Organisational Sustainability

Abstract:

Challenges in the socio-economic system often demand an original approach to leadership to find new solutions to existing and often recurring problems. Communicative leadership, with its focus on interaction, dialogue, conversation and engagement implies, amongst others, building the integrative communication ability of the organisation in order to contribute to a balanced and sustainable organisation. Talaular (2010:232) posits that: "The concept of the balanced company refers to a company that is in good relationships with its internal and external constituencies".

Considering integrative communication from a functional perspective is furthermore critical for organisational sustainability and success. It is argued in this study that such a function can contribute to equilibrium in achieving organisational sustainability, specifically with regards to *stakeholder engagement, resources management, corporate governance and financial management*.

The research examines the role of an integrative communication function (with the major constructs representing it being *messaging, strategic positioning, core competencies, dynamic capabilities, co-creative value creation, and the role of the communication manager*) in obtaining organisational sustainability.

Paper 10: Renco van Rensburg, Wesley Niemann & Theuns Kotze

Supply Chain Sustainability: A Qualitative Study in South African Food and Beverage Manufacturing

Abstract:

Sustainable supply chain management (SSCM) is considered by many as a contemporary area of research with a proliferating rate of publications. With real world applications such as the conservation of natural resources, societal and stakeholder development and improvements to the bottom line, this particular aspect of supply chain management should not be overlooked. The purpose of the study was to identify industry-specific sustainable supply chain management drivers, barriers, benefits and initiatives.

The following research questions were asked:

- What are the drivers of SSCM in the South African food and beverage manufacturing industry?
- What are the barriers to SSCM in the South African food and beverage manufacturing industry?
- What are the benefits of SSCM in the South African food and beverage manufacturing industry?
- What SSCM initiatives are being implemented by the South African food and beverage manufacturing industry?

A thorough literature review was the starting point to conduct this generic qualitative study. The selected industry was the South African food and beverage manufacturing industry, with facilities located in Gauteng.

The study sampled eleven organisations with thirteen participants over two months using semi-structured interviews. Upon completion of the field work, seven drivers to supply chain sustainability were identified three of which were novel and industry specific. The drivers to SSCM were competitiveness and public relations, organisational longevity, reliable raw material supply, responsibility, innovation, conservation of natural resources and cost reductions. Furthermore, six barriers were identified two of which were original and industry specific. The barriers to SSCM were cost and economic uncertainty, government legislation and tax, organisational culture and mind-sets, suppliers, time and the workforce.

The study supported the literature with regards to benefits associated with a sustainable supply chain and reported on the economic and social benefits associated in the local industry. The first theoretical contribution of the study was through the addition of responsibility, innovation and natural resource conservation as industry specific drivers. Secondly, time and the workforce were identified as industry specific barriers. By identifying factors that are unique to the food and beverage manufacturing industry the findings showcase that a one-size-fits-all approach to sustainable supply chain management should not be followed.

The study contributes to managers and policy makers by providing them with information on what drives or hinders the sustainability in their supply chains. Using the information better decisions can be made regarding the allocation of increasingly scarce resources towards sustainability initiatives. Secondly, knowing what the initiatives are for SSCM will allow organisations with less experience in SSCM to have a starting point for their SSCM strategies. These strategies can then become highly focussed in order reduce the time it takes to become more sustainable. Lastly, once managers know what the tangible benefits are, it will be easier to persuade decision makers to pursue SSCM.

Paper 11: Bezzly Maiwashe & Gavin Price

Mining Industry Social Responsibility and its Impact on Local Community

Abstract:

The mining sector is the heart of the South African economy, contributing to 18.7% of the country's gross domestic product (GDP) in 2012, and directly employing 1.35 million people. Unfortunately, this industry has been plagued with unresolved issues of mistrust between workers, employers and the community. Workers are not happy with their wages, and thus often resort to violent protests to compel the employers to meet their demands. A case in point are the recent events in August 2012 at Lonmin's Marikana Platinum Mine, where employees and the community went on a wild strike that resulted in bloody clashes between the South African Police Service, Lonmin Security and the National Union of Mineworkers. In the end 44 people were killed and 78 injured (Peter Hains, 2013).

It is also disturbing to note that after more than 20 years of democracy, the living conditions in many of the mining communities in South Africa have not changed. It is not uncommon to find communities where the largest platinum producers in the world operate, still without basic utilities such as water supply, electricity or proper sewage handling systems. Company competitiveness is becoming more and more dependent on the relationship that the companies have with stakeholders. Stakeholder expectations are at heightened levels, so it has become vital for mining companies to create shared values for business and society, especially in the communities they operate within.

According to (Flores, 2011), cited by (Busacca, 2013), Corporate Social Responsibility (CSR) refer to the voluntary involvement or investment of companies in social projects that help advance the community in which they operate. This implies that CSR can be seen as a tool to restore and redress the social ills, which has been left behind as a consequence of South Africa's dark political past. In South Africa, the mining industry has taken the lead by being the first industry to implement the CSR programs and now the industry is the largest contributor, financially, to communities.

The National Development Plan outlines the country's vision, which aims to eliminate poverty and create an innovative economy by 2030. There is evidence that the alignment of CSR with the NDP, and the Integrated Development Plan (IDP) leads to successful economic development programmes of the communities (Busacca, 2013). The visioning programs that deal with social ills and environmental issues must have clearly defined goals that are aligned to implementable strategies, with all stakeholders engaged in action (Walzer and Hamm, 2012), which could help uplift those individuals and communities that were previously excluded from the economy of the country during the apartheid era.

However, the main challenge that the South African mining industry faces with its CSR policies are with its implementation. Thus, the question that has been raised in recent years, and which needs to be answered is not if, but, rather how CSR can or should be efficiently implemented in developing countries. This involves determining whether they are aligned with the regional integrated development plans, the stakeholder perceptions of the companies, and stakeholder expectations as well.

Paper 12: Lungile Manzini

An Assessment of the Nature and Extent of Responsible Investment Practices in South Africa

Abstract:

The aim of this study is to assess the nature and scope to which Responsible Investment (RI) is implemented in the South African investment sector, focusing specifically on the processes, policies, and strategies applied in the practice RI, the main drivers for the adoption of RI practices and the challenges and opportunities associated with the adoption of RI practices. Worldwide society is facing many challenges related to an economic crisis, human rights issues, climate change, extreme inequality and many others.

These challenges have provoked public dialogue on the role of business in adopting sustainable, transparent and ethical practices that will contribute towards economic development and social upliftment. The financial sector often referred to as 'the invisible hand', has an important role to play in the allocation of funds for social and economic growth. Following the amendment of Regulation 28 of the South African Pension Fund Act, which requires institutional investors to integrate Environmental, Social and Governance (ESG) factors when making an investment decision, the investment sector has been slow in the adoption of RI practices.

This research applied qualitative, exploratory research methods to gain insight into the nature and extent to which RI is adopted in South Africa. Fourteen semi-structured, in-depth interviews were conducted with a group of people comprising of executives, professors, senior managers, analysts and consultants in the investment field. All the respondents had more than eight years of experience in the investment field. Each interview was analysed by means of thematic content analysis from transcribed interviews.

The key findings were that; despite the fact that there was no consensus across the sector on the definition and understanding of RI, a majority of the large investment firms were aware of RI practices and were signatories to the United Nations Principle for Responsible Investment (UNPRI) and the Code for Responsible Investing in South Africa (CRISA). The key drivers for the adoption of RI were found to be mainly Amendment of Regulation 28 of the Pension Fund Act and the increasing recognition of the value created and added by RI practices.

Whilst all the ESG components were considered important, governance factors were somehow considered the most crucial and more pronounced in the assessment of investment portfolios. Social and environmental factors were generally considered in instances where there was an associated compliance risk. The investment sector is more comfortable with the application of engagement and integrative approaches and tends to shy away from exclusionary approaches unless if this is a requirement from asset owners.

The absence of an RI institution, lack of transparency in sustainability reporting, qualitative nature of ESG factors and insufficient skills were considered the main obstacles to the adoption of RI. On the upside, the key opportunities associated with the adoption of RI were identified as risk management, the positive rippling effect on overall performance, competitive advantage and healthier stakeholder relations.

Based on the overall findings of the research, a two-fold Systematic Implementation of Responsible Investment (SIRI) solutions model was developed. The External Environment (EE) part of the SIRI model is comprised of an overarching South African Institute of Responsible Investment (SAIRI) which serves as an enabler in the implementation of RI at a sectoral level. Whilst the Internal Environment (IE) part of the SIRI model emphasises the importance of leadership as the driver in the implementation of RI practices at a company level. The model depicts the importance of taking a collaborative and systematic approach to the implementation of RI practice at both a sectoral and company level.

Paper 13: Lotte Holck & Laurence Romani

The Benevolent Manager: Practices of Unwanted Discrimination in the Recruitment of Migrant Workers

Abstract:

This ethnographic study inquires why unequal opportunities persist in a Swedish international organization despite its commitment to diversity and employing highly skilled migrant workers. By observing evaluation decisions in a recruitment process in 'real time and space', we uncover how ethnic minorities (refugees, non-European migrants, etc.) are constructed and reproduced as deficient and lacking essential traits, skills and experiences taking majority Swedes' competences as the tacit norm. The findings show that despite the organization's efforts to recruit and act 'color-blind' (racially non-biased), the decision makers' apparent prejudices inflict on how ethnic minorities are perceived and evaluated and hence the job possibilities they are offered in the organization.

The novelty of the study is twofold. First, it builds on observation of recruitment processes (interview, assessment meeting), which is very difficult to access. Second, while well-documented in gender studies, practices of tacit reproduction of an implicit norm in evaluation and recruitment are less frequent in studies of diversity and race. The contributions from this study touch upon recruitment practices and how ethnicity has been surprisingly absent from the (European) critical recruitment literature. Implications for practitioners recommend to avoid a color-blind approach, but rather, to accept and address the existing prejudice by embracing a norm critical approach.

Paper 14: Annette Risberg & Laurence Romani

Paradoxes and Ambiguities of Mentor Programs for the Integration of Migrant Academics

Abstract:

Organizations engage today in CSR agendas supporting social sustainability, and in the recent context of large migration flux, many have become actors in the integration of migrants. Among the various programs they engaged into, providing mentorship to a newly arrived migrant has gained much popularity. Broadly, these mentorship programs pair an organizational member, the mentor, with an immigrant mentees. This mentorship program is perceived as a resource for the mentees to guide them into their new society and for them to find a job.

Taken directly from the successful practices of mentorship programs within organizations, the idea is to translate this practice and built on its benefit regarding, for example, access to experience and network of mentors. However, it seems that the adequacy and benefit of mentorship program for a situation of migration has been simply taken for granted. Mentorship has been mostly implemented intra organizationally, between persons in a situation of employment and with mentees who were already perceived as qualified and filling the criteria of being organizational insiders. Can the same practice be

successful in a situation outside the organizational context, when the mentee is (most frequently) unemployed, with qualifications that are sometimes hard to assess or perceived as inadequate with the local context?

This paper builds on a 10-month qualitative study of a mentorship program developed by an NGO engaged for the integration of migrants in the region of Scania (South of Sweden). The study used participant observation for the study of one cohort of mentors and mentee in a mentorship program. The core interrogation of the research touches upon the lived experience of the mentors and the mentees in the program, in order to understand how the program is adequate to expectations and goals of both mentors and mentees.

Three main sources of data were used: participant observation in the NGO and study of archival material; participant observation of the meetings and training that were part of the mentorship program and interviews of mentors and mentees who took part in two mentorship programs organized by the NGO.

We aim of this paper to critically analyze one specific mentor program, pairing immigrant academics with a mentor in an organization, to learn how the actors involved perceive and experience being a mentor or a mentee. In particular, we could identify several ambiguities and paradoxes inherent with the mentor programs. These ambiguities are attached to the goal of the program which is said to be foremost about personal development of the mentees and mentors, when expectations of mentees are clearly about a job. Second, ambiguities are linked to who is the primary beneficiary of the program. Knowing that mentors' organizations pay a fee to take part in the program and that mentees are numerous; the program seems to orient its sales rhetoric to the development of the mentors and the development of the mentee might come second. Third, ambiguity is linked to the role that mentees and mentors need to adopt. In particular, tensions between the mentor as a coach or as a fixer are perceptible.

The final ambiguity is linked to performance expectations. The ambiguity lies in the narrative the organization presents about the program as not being about fixing a job for the mentee, but at the same time there is a tacit expectation that the employees should get a job. We subsequently discuss how these ambiguities can be linked to the translation of the concept of mentorship program to a new situation. Mentorship programs might be ill-suited to tackle the issues that the mentees are facing thereby placing both mentees and mentors in difficult situations. In addition, the mentorship program implicit message is that social capital is simply what is missing for the migrants to make it into their new society, when there are structural barriers for them to overcome regarding being integrated into society. The mentorship program appears to be well adapted to bringing social capital, but maybe the mentees need more. By implicitly denying the other needs and barriers met by the mentees, the program conveys a false image of individual responsibility of the lack of integration of migrants??

Finally, we discuss the societal CSR agenda of the mentorship program for migrants. Mentorship programs might be good to help people navigate – and reproduce – situations, it's not about emancipation, so may mentorship programs in fact be a way to assimilate people rather than include them? So, do these programs really serve the social agenda of the companies who ask their employees to take part into it? Are they really working for what they believe in? Organizations engage today in CSR agendas supporting social sustainability, and in the recent context of large migration flux, many have become actors in the integration of migrants. Among the various programs they engaged into, providing mentorship to a newly arrived migrant has gained much popularity. Broadly, these mentorship programs pair an organizational member, the mentor, with an immigrant mentees. This mentorship program is perceived as a resource for the mentees to guide them into their new society and for them to find a job.

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Paper 15: Michael Pepper

Understanding Gender and Sexual Diversity and the Need for Responsible Leadership

Abstract:

The objective of the Institute for Cellular and Molecular Medicine (ICMM) is to promote cutting edge high impact research in human health. The ICMM is a virtual institute with a core component in the Department Immunology in the Pathology building on Prinshof Campus. The Institute comprises 20 research groups in seven of the nine Faculties at the University and promotes collaborative research that is multidisciplinary, interdepartmental and interfaculty in nature. Strong links also exist between groups within the ICMM and

national and international partners and collaborators. In addition, several groups in the ICMM have recently been successful in obtaining highly competitive and prestigious funding awards, including the Medical Research Council's South African Flagship Research Projects Award (to Prof MS Pepper) and the National Research Foundation's Infrastructure Funding Instruments Awards (to Prof E Pretorius and Prof MS Pepper)

The ICMM is built around themes common to the different research groups, which includes infectious diseases, cancer and the neurosciences, with cell therapy (stem cells) and genomics as cross-cutting disciplines. The Institute is also involved in projects on human tissue legislation, since many of the areas in which research is being conducted have complex ethical, legal and social components. Finally, the Institute is responsible for running a course on bioentrepreneurship which in 2014 will be in its 6th year and which has seen approximately 300 people from different parts of the country and outside South Africa attend the course.

Two of the major areas of focus in the Institute are stem cells and the human genome. Stem cells are the building blocks of the body, and in recent years their potential to treat and cure a number of life-threatening diseases has been recognized. The ICMM had developed a world-class stem cell facility that is involved in the isolation, characterization and manipulation of stem cells for therapeutic purposes. The group is in the process of building a clean-room facility which will allow for the initiation of stem cell clinical trials for a number of key diseases contributing to the burden of disease in South Africa. This will be a first for the country. Work on the human genome is aligned with the priorities of the Southern African Human Genome Programme (SAHGP) which was launched early in 2011. Given the well-recognized genetic diversity of our population, South Africa is very well positioned to make major contributions to understanding the origin and mechanisms of globally-important communicable (HIV, TB, malaria) and non-communicable (diabetes, heart disease, cancer) diseases. Prof Pepper is co-responsible for the SAHGP, and together with other colleagues nationally and internationally will spearhead several key projects which will link genomic information to strategies that will address the national burden of disease.

In conclusion, the ICMM will make a major contribution to the alleviation of the high disease burden in South Africa, and also to add to global efforts to reduce morbidity and mortality and the impact that they have on all facets of our lives.

Paper 16: Tsitsi Mkombe & Estelle De Beer

Communicative Decision-Making Between Corporate Donors and their NGO Recipients

Abstract:

Ehsmann *et al*, (2013) argue that the increasing pressure from stakeholders (both internal and external) to be more socially responsible, has meant that many corporate giving programmes have been subsumed into and are reported on in modern research on organisational CSR, as corporations seek to be socially responsible. They postulate that CSR giving has evolved into more than an altruistic response to being asked for support, to one which is embedded in the strategic frames of management and which supports organisational identity. This suggests that modern organisations are seeking to develop CSR giving processes that provide them with a competitive advantage. To achieve this, they also need to develop good relationships with the NGOs that are their CSR partners.

This paper argues that the CSR giving process in many firms is evolving into a more sophisticated and strategically motivated process with expectations of a return. The relationship between corporate donors and NGOs can therefore, in many instances, be regarded as a deliberate strategic partnership. This perspective also highlights the importance of a two-way symmetrical communication relationship between the strategic partners. With this in mind, the paper recognizes NGOs who are recipients of corporate funding as strategic stakeholders and it sets out to investigate, amongst others, the strategic and communicative decision-making processes in the relationship between corporate donors and their NGO recipients. An extensive literature review has indicated that factors such as *reputation*, *legal considerations*, *relationship* and *stewardship*, among others, influence a corporate's decision-making regarding which NGOs to fund.

Design/methodology/approach

A qualitative method of enquiry is used for this study. In-depth interviews (with a semi-structured questionnaire as research instrument) will be conducted in the empirical phase of the research, which will commence towards the end of 2016. The exploratory nature of the study provides a valuable means to determine the dimensions of the relationship between corporate donors and their NGO recipients; to ask questions about this relationship; to seek new insights; and to assess the phenomenon in a new light. The sample includes eight field studies, in which eight CSR managers from organisations providing funding to specific NGOs will be interviewed about the strategic and communicative decision-making processes in their relationships with the NGOs. Eight programme managers from the NGOs that are funded by these organisations will also be interviewed. The aim is to determine the nature of strategic and communicative decision-making in the relationships between the relevant actors. Thematic analysis will be conducted on transcribed interview data. The data will be analysed through attaching units of data to categories, and then examining these for emergent patterns. The analysis will be guided by theoretical propositions; and explanations for the results will be provided. A conceptual framework will be developed based on theory, literature, empirical data and propositions.

Findings

The status of the study is work-in-progress. The findings will be available by the time that the Conference takes place in March 2017.

Practical implications

- The framework developed from the study will assist in understanding the strategic and communicative decision-making processes of corporates regarding their funding of NGOs.
- The framework will contribute towards educating NGOs on how corporates arrive at deciding whom to fund. NGO bodies can also use this to inform their members.

Originality/value

Corporates, in their role as leaders in the economy practicing the triple bottom line principle of people, planet, prosperity, peace and partnership, continuously make decisions of where to invest their resources. This includes embarking on corporate social responsibility projects in society, which are usually implemented via NGOs. As the competition for corporate funds donated to NGOs increases, the need for NGO leadership to know corporates' strategic and communicative decision-making processes leading to whom they fund and why, increases. Research into the giving strategies of corporates is crucial to NGO fundraising efforts, as the latter needs to know how corporates reach their decisions on donations and partnerships. Funds raised are often the life-blood of NGOs and they can save time and resources if they knew how corporates arrive at their decisions on whom to fund. NGOs also need to know which corporates are most likely to fund them. The traditional view of the relationship between corporates and NGOs is that of donor and passive recipient, but new views opine that stakeholders like NGOs can be active participants and collaborators in the value creation process, and as such can be co-creators of development solutions, together with a wide range of private-public-social enterprises. The study will aim to highlight these dynamics.

Paper 17: Jill Bogie

Multi-Stakeholder Cross-Sector Collaboration for the Sustainable Development Goals

Abstract:

In South Africa, listed companies have some unique opportunities to contribute to the sustainability agenda. The developing world context has unique social and environmental challenges and at the same time, corporate business is held to account by governance standards based on international best practices¹. This juxtaposition reflects the complexities of the business environment in South Africa.

¹ World Economic Forum, Global Competitiveness Report 2012-2013, Page 325

The King Report on Governance (King III) applies to any entity incorporated in and resident in South Africa and for listed companies, it is part of the reporting requirements of the Johannesburg Stock Exchange². Sustainability is highlighted by King III as the “primary moral and economic imperative of the 21st century”³ and it advocates for business to integrate social, environmental and economic impacts into core strategy. South African companies are therefore in a unique position to consider the question: how do you translate best practice principles into effective execution? Furthermore, King III recognises that “there are limits to what single companies acting by themselves can achieve” and it therefore suggests one approach for putting the principles into practice is to “engage in collaborative responses to sustainability challenges”. In this research paper these are called cross-sector collaborations for a sustainable world (CSW).

This research study explores how individuals and organisations engage in CSW in a South African context; it explores their experiences of what works, how the partners define strategic success and how they measure effectiveness. After defining a set of selection criteria, a short list of companies in South Africa was identified and from those companies, the retailer Woolworths was selected as the setting for the research. The Woolworth’s core strategy is known as “the Good Business Journey” (GBJ) which has been actively developed since 2007; sustainability is one of their seven core values; and they actively use partnerships to achieve their business objectives⁴. From a range of partnership initiatives at Woolworths, the specific focus selected for the study is the sustainable seafood initiative as it is one of six key areas of the Woolworths GBJ⁵ and it has successfully achieved a number of significant milestones over the period 2008 to 2013.

The scope of the study is defined in relation to the partners connected to Woolworth’s strategic commitments to sustainable seafood and it includes a number of organisations working together in a global network supporting sustainable seafood supply chains, the ecological sustainability of the oceans, fish stocks and fisheries and the flourishing of fishing communities. The study involves at least 5 other organisations as well as Woolworths and these include local and global non-profit organisations (NPOs), suppliers to Woolworths, research institutions and government. The research questions focus on what ‘works well’ in collaborative initiatives connected to (but not necessarily driven by) the core business strategy of a South African corporate.

It is an exploratory study that asks: what are the experiences of individuals and organisations, who are already putting CSW principles into practice and are achieving successful strategic outcomes by working collaboratively? To reflect the complex realities within which business is conducted, the study uses narrative inquiry to explore diverse perspectives derived from the lived experiences of key individuals. The fieldwork design uses narrative interviews to elicit stories and reports of experiences at the personal and organizational levels. The interpretive design is informed by interpretive phenomenological analysis and uses a ‘complexity filter’ tool to make sense of the empirical material. The tool is derived by combining the characteristics of complex responsive processes as defined by Ralph Stacey⁶ with the sense making framework of David Snowden⁷.

Paper 18: Lorenzo Fioramonti

How the UN Sustainable Development Goals Impact Global Leadership

Abstract:

In contemporary governance processes, numbers are used to assess development strategies, measure performance, inform policy-making and guide reforms. In many sectors, the proliferation of numbers has blurred the distinction between public and private authority, in so far as the procedures established by governments are complemented by (and often enforced through) numerical benchmarks, ratings and

² JSE Listing Requirements, Paragraph 8.63

³ Institute of Directors Southern Africa, King Report on Governance, 2009

⁴ WWF and Woolworths Press Release dated 28 November 2012 at http://www.wwf.org.za/media_room/news/

⁵ WHL 2013 Good Business Journey Report, Page 69

⁶ Strategic Management and Organisational Dynamics. The Challenge of Complexity. 6th Edition, 2011. Ralph Stacey.

⁷ Harvard Business Review, November 2007. A Leader’s Framework for Decision Making. David Snowden and Mary Boone.

rankings produced by companies, agencies, consultants, auditors and NGOs. To capture the impact of numbers in political and economic affairs, along with the integration of public and private forms of authority, various analysts have introduced terms such as 'meta-governance,' 'private authority' and 'transnational private governance.'

This paper will look at how the systematic use of econometric calculations in environmental governance has reduced the space for progressive political leadership in the transition to a sustainable development model, leaving ample discretion and power to so-called experts, consultants and auditors. In particular, the paper will look at recent developments in the field of natural capital accounting and will highlight how new trends in cost-benefit analysis, social returns on investment and monetization of natural resources have affected governance and political leadership, paving the way for pro-market reforms in the context of environmental preservation.

While the paper recognizes that such developments have produced new forms of (green) leadership, especially in the business sector, and that they have a transformative potential, it nevertheless raises concerns about the built-in bias of these methodologies, which invariably support market-based reforms. The numerical representations of costs, prices and benefits unduly simplify the complexity of natural processes, segmenting interlinked ecosystems into measurable providers of (ecosystem) goods and services. Reducing such complex ecosystems to measureable goods runs the risk of subjecting nature to the artificial rules of economics, while hiding distributional issues, as there are always losers and winners in environmental governance. These hybrid/market approaches have also been reinforced by "the politics of environmental discourse," centred on concepts such as rationality, sustainability, managerialism and modernization, and based on the commandments of cost effectiveness and utility maximization. In particular, the apparent 'neutrality' of such econometric calculations can easily turn public governance into a technocratic process, thus limiting the space for political debate and progressive leadership.

Paper 19: Marius Oosthuizen

Leading on the Nexus of Ethical and Strategic Leadership

Abstract:

Author and businessman Max DePree famously said, "The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant." This broad magnanimous form of leadership seems rare. In an era marked by the global financial crisis, rising inequalities globally and unexpected political shifts such as Brexit and the election of Donald Trump as the US president by populist vote, the necessity for responsible leadership is greater than ever. While we have witnessed a half-century of relative stability globally compared to previous centuries, and amid economic growth and rising prosperity as a result, the systemic externalities of global capitalism appear to be undermining the foundations of global social stability. Within this macro-environment, business leaders and policy makers must confront the strategic challenge on corporate sustainability and meeting the expectations of their constituencies, while being confronted with deep social injustices and inequities.

This leadership conundrum, one of having to be strategically effective as well as ethically astute, requires a new paradigm of leadership beyond responsible leadership. In this paradigm, leaders are required to both exhibit the hallmarks of ethical leadership, such as integrity, trustworthiness and ethically sound decision-making, they must also adapt adequately and initiate change as strategic stewards. Academics such as Crosby and Bryson (2010) espousing so-called integrative public Leadership "for the common good" attempt to postulate such an approach to leadership. This integrated leadership, at the nexus of strategic and ethical leadership, is what addresses the leadership challenge of our time.

A concept analysis of the most cited literature of the last decade, of both ethical leadership and strategic leadership, highlight the foundations of a possible new paradigm of leadership. This is done by extracting a range of concepts related to ethical and strategic leadership, plotting them on a matrix within the domains of leadership which they relate to, including; the leader as person, the leader-follower relationship, the

organizational context and the environment and stakeholder setting. Simultaneously, by situating these concepts in the theoretical dimensions in which they are employed, such as; managerial, sociological, psychological and philosophical, a rich interdisciplinary perspective on their meaning is created. The comparative analysis between these concepts, highlight the vital and unexplored nexus between ethical and strategic leadership, on which a new paradigm of leadership is explored. This paradigm is one of leadership that accounts for the stakeholder and environmental context, while navigating the organisational setting on the basis of sound personal values, making ethical and strategic decisions in an integrated manner.

Paper 20: Willem Fourie & René Swart

Leadership and Transformational Change in Africa: Three Cases from Tanzania

Abstract:

The notion that leaders should bring about transformational change, or at least play a role in bringing about transformational change, permeates the public imagination across Africa. In leadership studies the convention is to approach the question of what enables leaders to bring about change, by using any, or a combination of, classical leadership theories. Transformational leadership theory arguably remains the most widely used theory for describing the relationship between leaders and change.

In this article, an alternative approach is taken. We seek to expand existing research on the link between leaders and transformational change, particularly in Africa. We use cases of transformational change, rather than transformational leadership theory, as starting point for identifying the individual, institutional and collective factors that enabled identified leaders to play a role in bringing about transformational change in Tanzania in the decade 2002 to 2012. We identified and documented three cases of transformational change in Tanzania in the decade 2002–2012, with a particular focus on the role of leaders in each of the cases. The three Tanzanian cases that provide descriptions of transformational change are: Road infrastructure; Women and political decision-making and HIV/AIDS awareness. We subsequently compared the role of the leaders in each of these cases, identifying crosscutting institutional, collective and individual enablers of transformational change.

Paper 21: Bernard Slippers

African Science Leadership

Abstract:

The speed and quality of the development of science capacity in Africa and the rest of the developing world will not only depend on infrastructure and the technical training of people, but will be intimately linked to the quality of leadership to lead change. It is widely accepted that the future of scientific development lies in enabling interdisciplinary, interconnected and often large, international teams. This is especially true for science to actively support governments and societies to address the complex challenges imbedded in the UN Sustainable Development Goals. Many scientific institutions are, however, unprepared for the pace of the current revolution that this brings. Their training structures are often not structured to prepare a next generation of scientists for the complexities that an interconnected, interdisciplinary approach to science entails. The developing world, especially Africa, lags behind the developed world in terms of scientific capacity and output. This lack of capacity is the Achilles heel of these countries as they try to compete in a global knowledge economy. One of the reasons developing nations are falling even further behind is because they fail to harness the power of the growing global network of science. Despite much investment over the past decades, many countries in the developing world - with few exceptions such as Brazil and China - appear to be losing ground in this regard. Many of their brightest young science leaders have been trained around the world, but either emigrate, or return home to be lost to science in systems of poor infrastructure and support.

In the light of the enormity of these challenges and the urgency to develop African science, it is surprising how few programmes exist that provide targeted development of leadership skills and networks in science in Africa. The Africa Science Leadership Programme aims to address this need.

Paper 22: Stephen Hendricks

Local Challenges That Matter: Crisis in Higher Education

Abstract:

Universities play a very critical role in the production of the human resources workforce in South Africa. In particular, the training of health professional workforce almost entirely takes place at Universities with such the accreditation of such professional training taking place through Health Professions Councils while the academic aspects are accredited by the Council for Higher Education.

To this end, the Minister of Health launched a capacity building training program for public health officials in May 2013 which focusses on the Executive Leadership. This program is the Albertina Sisulu Executive Leadership Program in Health (ASELPH). The crises in Higher Education in South Africa has affected this and other University training, to the extent that this program that for the sake of safety of health workers the University academic activity had to be suspended and classes had to be abandoned. The impact on student notional contact hours was affected negatively.

One of the objectives of ASELPH is to capacitate public health workers to work under conditions of political and administrative uncertainty in particular in the manner that the Crises in Higher Education landscape plays itself out and to respond to such matters with critical and responsible leadership. To this end some of the academic modules taught on the ASELPH program are: Complex Problem Solving, Policy Analysis through Policy Seminars and Policy Round Tables, Executive Leadership and Human Resources Management.

In particular, some of the highlights of these modules can be expressed in the following manner:

- 1) The Complex Problem Solving module concentrates on the identification and genesis of such problems, the impact it has on the workplaces and how through team critical leadership taught on the module such problems can be solved in a responsible manner;
- 2) The Policy Seminars and Policy Round Tables identifies a Health Policy matter which it analyses e.g. the National Health Insurance (NHI) White Paper was recently unpacked in a Policy Seminar with International Health Policy Experts and with Executive high level National Department of Health officials. Is SA going in the right direction with the NHI? Are there alternatives? Is this a responsible approach that will affect the total population of South Africa?;
- 3) Executive Leadership brings to the fore the importance of the concept of meta-leadership, how health officials find themselves in the “basement” and how through responsible and accountable leadership strategies, health officials can make a difference in the workplace; and finally
- 4) How Human Resources Management strategies requires new forms of interaction where the focus is change of the attitudes of health workers towards patients to improve the uptake of health care services and in so doing improve the health status of the nation.

The Crises in Higher Education provides an opportunity for Universities with reference to its Training of Health Professionals:

- 1) to review its Transformation programs of action;
- 2) revisit its policies as Institutions of inclusion or exclusion;
- 3) how the quality of higher education in health can be improved; and finally

- 4) 4) how accountable and responsible leadership in the health sector can make a significant contribution and positive difference to the access to health care for our most vulnerable members of our society namely mothers and children.

Paper 23: Adri Drotskie & Jon Foster-Pedley

Socially Responsible Leadership in Higher Education: Henley Business School SA

Abstract:

The corporate social responsibility of a business is about the way the business assists with creating a sustainable environment outside the business context. Sustainability is essential in the investment in our people and our country (PwC: 2016). Social responsibility is a significant leadership challenge in South Africa in 2016 cutting across all industries and all businesses large or small. The education sector has a responsibility towards the societies and communities of South Africa to ensure growth and enabling a learning nation. Skills need to be transferred and utilised to uplift and grow communities in need. Under new circumstances such as globalisation, privatisation of education institutions and competition in the higher education industry, many higher education institutions globally are adopting a more business-like approach in order to compete in a changing industry. In this business-like approach institutions discover the importance of corporate image, corporate identity, reputation and social responsibility as an advantage building strategy (Dahan & Senol, 2012).

The mission of Henley Business School SA states that “we build the people who build the businesses that build Africa”. Students who embark on programmes at Henley gets exposure to social responsibility through community projects where knowledge is shared and it becomes more than only a programme through its way of thinking about learning, purpose and connection. It is about creating better live and a better society through business and education. At Henley Business School South Africa, MBAid forms part of and runs through the life of the business school from engagement of business leaders with non-profit organisations, intern programmes to entrepreneurship development, scholarships, internal staff development and collaborations with other like-minded organisations. MBAid is a way in which we seek to use the energies generated by a business school to create positive better social output. The purpose of MBAid is to create a social value driven learning that produces value at the same rate or faster than society and business changes itself. A central activity within MBAid is its engagement in the non-profit sector. This interaction with over two hundred non-profit organisations (NPOs) over the past ten years is a key example of how business can step into a new role of social responsibility. At Henley, we believe that individual people and the successful businesses they create are the ultimate engine through which social change can be driven. This paper focuses on the work that Henley does through MBAid and the social significance it created in the broader South African society. The stories of NPOs will be analysed and themes or concepts identified, leading to an understanding of the impact the projects had on the organisations and the broader community and society.

Paper 24: Matete Madiba

Taking a Look at the Current Higher Education Crisis through the “Relational Lens”

Abstract:

Ashcroft, Childs, Myers and Schluter (2017) examine a framework known as ‘Relational Proximity’ to explore the importance of relationships and ‘how they shape the way we think and act’. ‘Relational Proximity’ is then presented as an analytic tool to measure relationships at any level within organisations. The framework builds on the work and concepts which were first presented by Schluter and Lee (1993) in a book entitled the ‘R factor’. On the other hand, Maart (2014) employs critical race theory and draws ‘upon the historical whilst unpacking the contemporary components of social relations in an attempt to examine a society that has transitioned from apartheid to democracy after three hundred and forty-two years of colonialism’, and the university as a microcosm of this society. She further reminds us that we are ‘an ensemble of social relations’. This paper seeks to critically examine how the analytic tool of ‘Relational Proximity’ can be used to understand the current crisis in higher education.

Paper 25: Karl-Heinz Pogner

Leading cities: Leadership and Urban Governance in Denmark

Abstract:

Leading Cities

Leading Cities and City Leaders [<http://www.c40.org/>, <http://www.uclg.org/>, <http://www.iclei.org/>, <http://www.worldmayorscouncil.org/>] have taken up the challenge formulated by the World Economic Forum: “what if cities would rule the world?” (<https://agenda.weforum.org/2014/01/cities-ruled-world/>), when it comes to governing and managing their cities and when it comes to contribute with solutions for global challenges. Two competing streams seem to struggle for the dominance in the public discourse about how to rule, manage and lead a city – and in what direction. The first stream (social and technical engineering; Smart Cities) is very prominent in the traditional mass media discourse, in PR / PA of tech companies and traditional municipal administrations; whereas the second one (participation;

Livable Cities) is mostly enacted in social media, (local) initiatives, movements, (virtual) communities, new forms of urban governance in municipal administration and co-competitive city networks. Both forms seem to struggle for getting voice and power in the discourses, negotiations, struggles, and conflicts in Urban Governance about the question how to manage or lead (in) a city. Talking about “Leading cities” also means to find a way how to become a leading city, i.e. to take the lead, when it comes to solving some of the challenges named in the UN Sustainable Development Goals [<http://www.un.org/sustainabledevelopment/sustainable-development-goals/>]; especially when it comes to “Goal 11: Make cities inclusive, safe, resilient and sustainable”.

Leadership & Cities

A lot of leadership studies have explored concepts that go beyond the dualism between leader and followers (Tsakarestou & Pogner, 2014) and investigate “connective leadership” (Lipman-Blumen, 1996), “shared leadership” (Pearce et al., 2008), and “hybrid leadership” (Gronn, 2010; 2008), where leadership is studied as participatory and negotiable. Researching cities and their new emerging roles explores similar paths, like “shareable cities” (Benkler, 2004) “creative cities” (Florida, 2008; 2005), and “sustainable cities” (Neuens et al., 2013, Mezher, 2011). The role of cities is also broadly explored under concepts including “intelligent cities” (Komninos, 2011), “smart cities” (Cohen, 2013 and 2014; Campbell, 2012), “digital cities” (Mulder, 2013), “livable cities”, “networked” (Pflieger, 2008; Mitchell, 2003) and “startup cities” (Stangler, 2013).

Innovation 3.0

The just mentioned urban and regional developments are more and more driven by the Internet 2.0 and mobile technologies (networks of analog and digital, social, interactive, and mobile “media”); among which the Internet of Things (IoT or web 3.0), semantic webs, and cloud computing prevail. Studies on cities relate to political, social and economic agendas that emphasize and prioritize the innovation-driven economies and “open-data” policies (Mulder, 2013) – in order to address the most urgent problems and challenges in terms of envisioning and implementing new economic and business models and participatory citizenship. Thus, cities take the lead (Taylor, 2005). They become leading living laboratories towards sustainability, social innovation, and inclusion via participative, open and accountable spaces (Tsakarestou & Pogner 2015).

Leadership in Cities as Ecosystems and Networks (Tsakarestou & Pogner 2014)

Cities as ecosystems (Schaffers et al., 2011; Newman and Jennings, 2008) are emerging and developing in the context of global economy and new forms of organizing “without organizations”, i.e. in self-organized networks (Shirky, 2011; Castells, 1996). In self-organized cultural networks leadership is an emergent property (Bolden, 2011).

In these self-organized networks, new forms of power relations and leadership, including Distributed Leadership (DL) emerge. DL closely relates to concepts such as shared, collective, collaborative and democratic leadership (Bolden, 2011). The paper’s contribution will focus on Distributed Leadership, as this

approach is primarily systemic, as “leadership is conceived of a collective as social process emerging through the interactions of multiple actors” (Uhl-Bien, 2006).

What if ... smart and livable cities took the lead?

The mentioned World Economic Forum’s challenge “What if cities ruled the world?” is built on the perspective of a future where governance is decentralized to the city level; cities determine the wealth of nations, citizens value transparent and accountable governance in a geographic space to which the citizens can relate to and identify with. Traditional forms and concepts of leadership hardly can address such demands. Distributed Leadership models are far more compatible with network and systemic approaches and suitable for self-organized networks, and therefore can create alternatives and new opportunities in the way citizens (in a broad sense) lead and plan for the “livable” cities of today and tomorrow. The concept of Distributed Leadership relates both to practice (Harris & Spillance, 2008; Bolden, 2011)) and to academic rigor. The latter takes into consideration the inherent political nature of leadership as well as the relations and distribution/s of power and influence (Gordon, 2010; Woods & Gronn, 2009).

Schaffers et al. (2011) and Blowfield & Johnson (2013) argue that smart cities must initiate large-scale citizens’ participatory innovation processes in every sector of their activities to improve life and prosperity. Cities have a surplus of technological, infrastructural, creative and cognitive resources. Instead of distributing these resources under traditional models of, power and negotiation in shares or Public-Private Partnerships, cities should use this surplus to create abundance (Shirky 2010) as sharing, connecting and exploring citizens’ dynamics for value creation in situ (Kotler & Diamandis, 2012; Botsman, 2011; Gansky, 2010) and more general Nonprofit-Business Partnerships (Seitanidi, 2010).

The scope of the paper

The conceptual part aims primarily at developing a model of the societal context of Urban Governance by combining The Urban Governance Triangle (UGT), a triangle of state / municipality, market, civil society / “Cityzens” (Pogner & Tsakarestou 2015; 3-4) with Urban Governance (Obeng-Odoom, 2012) and Developmental Leadership (Bolden, 2011).

The empirical part aims at illustrating the model and its consequences for the concept/s of leadership by looking at the social and discursive construction of Urban Governance and Leadership in three different Danish cities. The three cities differ in size and identity / brand:

- Copenhagen, (capital of Denmark (1.280.371 inhabitants in 2016); member of C40 Cities (<http://www.c40.org/>),
- Århus (regional major city, 2nd biggest city (264.716 inhabitants in 2016), as SmartÅrhus member of OrganiCity (EU Horizon consortium) (<http://www.smartaarhus.eu/projects/organicity>), and
- Svendborg (local center, 25th biggest city (27.595 inhabitants in 2016), member of Cittaslow (<http://www.cittaslow.svendborg.dk/cittaslow-svendborg>).

Paper 26: Elmé Vivier

Tracing Leadership Practices in Participation between Officials and Community Leaders in Cape Town

Abstract:

Although South African municipalities are expected to involve citizens and communities in local urban governance, the role of local community leaders in informal settlement contexts has not been a major focus of analysis (Drivdal 2016: 276). In this paper, I use qualitative data collected through a participation initiative that brought together city officials and leaders of five informal settlements to examine how community leaders address local challenges with on-going service provision, specifically electricity and water. What do they do and what shapes their practices as leaders? In what ways do they interact with government service providers? Through the analysis of four key leadership practices, I show how community leaders use local reporting and maintenance processes to legitimise their leadership positions and construct conflicting

senses of community. I use these examples to reflect on the importance of informal collaborative relations between community leaders and officials for local urban governance.

Paper 27: Sandile Mbokazi

Can Traditional Leaders Contribute Meaningfully to Addressing Local Challenges that Matter?

Abstract:

At the centre of examining local challenges that matter are the questions of leadership relevance and responsiveness to the demands of the time. Relevant leaders are the kinds of leaders whose biographies, educational philosophies, and dispositions are geared towards establishing culturally responsive, and empowering relationships with diverse parents and community members (Johnson, 2007). On the other hand, responsive leaders are active and conscious leaders that identify the needs of others and use their understanding of those needs to help fulfil them (Ramos and Buenau, 2013).

Using lessons drawn from two rural communities, a doctoral study was conducted to examine the role of traditional leaders in school governance in KwaZulu-Natal province of South Africa. The study found that the context of interaction between traditional leaders and school governors has provided an important platform to interrogate and respond to local challenges relating to school development, safety and security, school-community partnership, and cultural identity. Such a response to challenges appears to be unique to traditional leaders, but the understanding thereof can generate important lessons for responsible leaders in communities.

The paper discusses this argument as an important issue for both school leadership and community development and makes a case for traditional leadership as better placed to provide an important opportunity for responsive and responsible governance in society. This paper examines the contribution that traditional leaders can make in responding to local challenges that are faced by many rural communities in South Africa. Underlying this examination is the premise that any form of leadership must be both relevant and responsive in order to contribute to the transformation agenda in society. South Africa needs leaders that are committed to building their communities towards effective and responsible citizenship.

Paper 28: Magda Hewitt & Albert Wort

The Emergence of a Conceptual Meta-Leader Development Model

Abstract:

Organisations strive to satisfy their need for effective leaders. Their efforts are focused on improved leader performance, aligned with what the organisation wants to achieve. In fact, an organisation's sustainability depends on the selection and development of their leaders (Martineau, Hoole & Patterson, 2009) and large amounts of money is spend on leader development. However, most leader development programs fail to deliver and the reasons as argued by Williams (2013), are that the focus of leader development is wrong because they focus on skills, competencies and techniques. Therefore, this paper reports on the findings of using Zenger and Folkman's (2002) competency model; Bersin's Leadership Maturity Model as analysed by Lamoureux (2009); and the Straw Leadership Competency Model (Muratbekova-Touron & Beyserre Des Horts, 2007) as parent theories to derive to a new conceptual Meta-Leader Development Model relevant and applicable to organisational context. Four core constructs emerged, character; caring; competence; and commitment.

These constructs were operationalised and are presented in a proposed holistic Meta-Leader Development Model and it is argued, that it has the potential to create greater leader commitment with increased performance results that are measurable for the leader, the team and the organisation.

Paper 29: David Coldwell, Emmanuel Nkomo & Robert Venter

Developing Ethical Leaders for Unfriendly Business Environments: An Ongoing Challenge for Higher Education

Abstract:

The problem of ethical leadership in turbulent and unfriendly business environments is legion. It might even be said, without fear of contradiction that never before in the history of business have so much financial instability been endured by so many through the irresponsible decision-making by a handful of unethical persons in high places. While the problem of unethical leadership is undoubtedly a global one, the urgency of generating ethical leadership to advance the development of Africa has never been more evident than it is today. The challenge for education in general and higher education in particular, in developing ethical leaders is of core importance, since it is the latter that will provide the main recruiting ground for the provision of future business leaders. As regards education, important objectives in business ethics instruction for postgraduate commerce students undoubtedly should be to broaden their knowledge and understanding of their likely economic, social and environmental responsibilities as leaders in the turbulent business world today, sharpen their moral reasoning and enhance their ethical decision-making. In fact, few formal empirical studies have systematically measured moral identity and development in moral reasoning and ethical practice in a cognitively able group of emergent leaders in a University environment from specifically designed postgraduate ethics courses. One ethics course is specifically aimed to enhance moral reasoning and ethical practice, while a second course presents a more general ethical emphasis in teaching another module in the University's honours Management program.

The current study reports findings of a test-retest study of postgraduate students ethical development at the end of receiving a thirteen week 'direct' course in business ethics aimed to enhance moral reasoning and ethical decision-making, and of a further 'indirect' course of approximately the same duration, in Entrepreneurship with general emphasis on its ethical ramifications and responsibilities. These studies comprise part of a longitudinal series of studies aimed at measuring the effects of ethics instruction on postgraduate students' moral reasoning and ethical decision-making and general ethical acumen.

Findings indicate that while most had attained a post-conventional level of moral development prior to instruction, many showed further nuanced ethical development after a specific course in business ethics. Also findings show that most students had strong ethical moral identities and that their overall subjective evaluations of the effectiveness of the course of direct ethics instruction on the development of their moral reasoning and moral practice. They also indicate in their subjective reports that they had developed in moral acumen as a result of the ethics instruction as a whole. The findings tentatively suggest that both 'direct' and 'indirect' ethics instruction at postgraduate level may improve moral reasoning and ethical decision-making in University-educated future business leaders.

Paper 30: Edwin Smith

Building University Residence Servant Leaders in Outdoor Classrooms

Abstract:

Traditional mainstream notions of leadership are failing. Due to the need for support in residences, universities manage residences with the assistance of student leaders, which embodies the complexities plaguing leadership in general. It is important to rely on a viable notion of leadership to deliver on the expectations and responsibilities residence leadership anticipates and expects.

This paper reflects on the preparation of student managers in my residence. It discusses the virtues of servant leadership in the residence environment and argues for training these incoming leaders in a context outside their comfort zones in order to avert the pervasive leadership crisis.

Paper 31: Tonja Blom & Lynne Derman

The Leadership Crisis and Change: Beyond Dialogue

Abstract:

This paper explores leadership, change and energy. Through critical thought and conceptualisation, the role of energy as well as the impact of organisational change is considered against the leadership requirement in the new world of work. This is a conceptual paper based on the exploration of existing literature by presenting critical thought to three research questions, namely 1) what is the impact of leadership on organisational change, 2) what is the impact of energy in the organisation and 3) how does knowledge of change and energy influence and/or impact on the leadership role. The key output of the paper demonstrates the requirement of leadership in order to sustain successful change. In addition, an awareness of individual, team and organisational energy can largely assist modern leaders to deal with complexity. This must happen before leaders can call for, and encourage participation and involvement from others. Such an approach ensures that organisational change is embraced, that further distrust and crises is not created, but rather becomes a way of continual growth, for all. Through this type of leadership, the change initiative will harness and release the dormant energy in the organisation towards a productive outcome. Alternatively, the distrust, uncertainty, fatigue and failure that are rife in organisations today will continue and the success rate of change initiatives will remain compromised. The limitation of this study is that it is only conceptual and does not address all the possible dimensions related to change and energy. Further research is encouraged.

Paper 32: Jacobus Oosthuizen

The Determinants of Fourth Industrial Revolution Leadership Dexterity

Abstract:

Humanity finds itself at the dawn of a revolution considered to be the Fourth Industrial Revolution (4IR). The introduction of new business models, the disruption of incumbents and the reshaping of production, consumption, transportation and delivery systems are all evidence of the profound changes taking place across all industries. The velocity, breadth, depth, and systems impact of the changes are unlike previously experienced in history.

While technologies continue to build on and amplify each other in the physical, digital and biological realms, leadership development appears to lag comparable to 4IR's exponential advancement. From the premise of the evident challenges and opportunities inherent to 4IR, Schwab (2016) propagates a 4-type intelligence proposition at the individual level of analysis to be nurtured and applied so as to adapt, shape and harness the potential of disruption, namely (*ibid.*):

- contextual (the mind) – how we understand and apply our knowledge
- emotional (the heart) – how we process and integrate our thoughts and feelings and relate to ourselves and to one another
- inspired (the soul) – how we use a sense of individual and shared purpose, trust, and other virtues to effect change and act towards the common good
- physical (the body) – how we cultivate and maintain our personal health and well-being and that of those around us to be in a position to apply the energy required for both individual and systems transformation

Oosthuizen (2016) expanded on Schwab's (2016) proposition through the addition of entrepreneurial intelligence (as disposition type of intelligence), thereby increasing the potential of realisation of real impact and value creating solutions. Thus:

- entrepreneurial (the disposition) – how we recognise opportunity through synthesis of the whole and creative combination of resources

Applying critical interpretive synthesis, this position paper further expands on the 4IR intelligence propositions to include strategic-, transdisciplinary-, ecosystem-, socratic- and ethical intelligence to create a ten-factor intelligence type framework, namely:

- strategic (the orientation) – how we adapt to changing environments (Wells, 2012); gather, examine and disseminate intelligence of strategic value (Djekic, 2014).
- transdisciplinary (the perspective) – how we understand a system in relation to its larger environment, relationships and connections, bringing the information from separate disciplines together to create useful knowledge (Montuori, 2013:47).
- ecosystem (the coalescence) – how we grow and develop within the setting of the system of relationships that form our environment, the impact the environmental factors have on us, and how we impact one another and our environment (Bloom & Dees, 2008:47).
- socratic (the philosophy) – how we analyse ideas in terms of their opposites with the objective of creating a more enlightened synthesis (Chaffee, 2013:62).
- ethical (the morals) – how we differentiate between what is right and what is wrong, reach decisions and make choices based on this differentiation (Rich, 2013:4).

A conceptual 4IR framework is subsequently proposed, i.e., Contextual Intelligence (CI) + Emotional Intelligence (EI) + Inspired Intelligence (II) + Physical Intelligence (PI) + Entrepreneurial Intelligence (EntI) + Strategic Intelligence (SI) + Transdisciplinary Intelligence (TI) + Ecosystem Intelligence (EcoI) + Socratic Intelligence (SocI) + Ethical Intelligence (EthI) = 4IR Intelligence (4IRI).

The dramatic shifts caused by 4IR demand leaders to reinvent themselves to meaningfully address the challenges. At the individual level, the 4IRI Framework could assist leaders to assess themselves in relation to the 10-type intelligence proposition so as to determine readiness, identify shortcomings and initiate developmental interventions. At the organisational level leaders should initiate developmental initiatives in relation to the 10-type intelligence so as to empower employees and followers, as well as give 4IR prominence in the organisations' strategic dialogue.

Paper 33: Mollie Painter-Morland

Liquid Leadership

Abstract:

In this paper we investigate the development of particular leadership theories in response to changing conditions within contemporary capitalism. In order to do so, we trace the changes in control mechanisms that characterize the shift from hierarchical organizations towards its 'liquid state', as Zygmunt Bauman (2012[2000]) describes it. We note the rise of new theories of leadership that emerge in its wake, and highlight the forms of control it employs. We focus on the ways in which new notions such as 'systemic leadership' and 'relational leadership' allow us to deal with liquid capitalism, and attempt to address some of its remaining impasses. Our proposal is that the relational leadership literature be supplemented with insights into the broader realm of relationships (technological, habitual, material) that shape organizational life. Engendering the capacity for reflexive patterning and engaging in strategies of resistance are equally important.

Paper 34: Caren Scheepers & Ellenore Meyer

Leveraging Complexity Leadership to Improve the Health and Wellbeing of the Poor and Marginalized

Abstract:

The paper reports on a qualitative research project, undertaken by a collaborative effort of students of the GIBS Business School and faculty of the Health Sciences and Business spheres of the University Pretoria. It was an explorative study, investigating Public Health Care and contextual leadership that is responsive and socially accountable in a complex environment. Students interviewed staff as well as patients and

investigated the role and implementation strategy of Public Health Care through a multi-sectoral and inter-professional partnership model.

In evaluating business and its leaders in the context of their environment one needs to understand at what state the business environment is in and how to respond to the environment in order to be successful and sustainable. As per (Kutz, 2008), the definition of Contextual leadership is “the ability to recognise and diagnose the plethora of contextual factors intentionally and intuitively adjust behaviour to exert influence in that context”. The volatile, uncertain, complex and ambiguous environment of South Africa requires context in order to evaluate, adjust and react.

The paper personifies novel leadership approaches, such as the radical ideas of a contextually intelligent leader: Prof Jannie Hugo, Head of Department, Family Medicine, UP. He believes that one does not only need to be aware of the context to effectively respond to needs and display good leadership, but that a real leader enables others to “change their context”. He uses the soccer analogy of moving into offence instead of playing on the defence continually. In the health sector and more specifically in public health the shifting of the “playing field” would require of health professionals to offer services closer to patient’s communities and homes, rather than focusing most attention and resources to offering care in secondary and tertiary institutions such as clinics and hospitals where disease has already settled in and complications and high costs are a definite. This is a major shift in current health education for many institutions and requires not only an adaptation in the health content of the curricula, but in the leadership skills and managerial abilities of health professionals and an entire inter-professional team, including the private and public sector, business and also community leaders. Boelen (WHO:1993) described the qualities that a health professional and anyone involved in addressing the universal challenges associated with health reform and striving towards universal health access and improved health outcomes should have as five stars. These attributes include the ability to be a community leader, business manager, decision maker, communicator and care provider.

As part of the action research project, students had to immerse themselves into three Public Health sites attached to the Department of Family Medicine, UP. The first was an informal settlement project called “Zama-Zama”. This pilot project was started over three years ago as an inter-sectoral and inter-professional health education and community engagement initiative. The community consisting largely of migrants on the move, was identified as an ideal area to implement and practice collaborative leadership, business enterprise and sustainable health development for communities at risk. The breakdown of community structures in South Africa, especially in impoverished and rural neighbourhoods has been listed a great challenge. The role of the indigenous leader to restore a sense of belonging and community is very important. The development of critically conscious group-centered leaders best fits the contemporary grassroots neighborhood project. The challenge for the multi-professional team during this pilot was to share a local vision and agree on a collaborative approach that enables grassroot leadership development and local accountability. An understanding of the local context and how to influence this in a positive manner was part of this learning experience. In this case study of one such program, the following methodological elements were identified as critical: skilful, yet humble facilitation to create equality and solidarity, power sharing, creating a participative approach and understanding rituals of engagement. Painful interpersonal experiences and traumatic community developments serves as the stimulus to force the participants to explore their own leadership attributes and develop certain skills to ensure the success of the project and secure community development continue. These dimensions led to the emergence of a community of learners and leaders that were willing to take significant risks in their development.

The second was a primary health care clinic consisting of a partnership between the University and Department of health. It acts as a service learning site that collaborates with the private sector to research technology driven health services that could enable responsive health care and address issues in response to the Government’s plans to roll out a National Health Insurance. This pilot site explores costing models and collaborative care within an inter-professional team consisting of ten disciplines. The third case was that of an inner-city initiative linked to Sediba Hope clinic in the city centre of Pretoria. This private-public-partnership explores “street medicine” as a means to offer better services and improve the health outcomes of the most vulnerable, such prostitutes and drug addicts.

These students also had to review the South African Governments' model towards a National Health Insurance. This paper describes some of their findings as reported on during the action research as part of a module at GIBS toward the attainment of a MBA degree. It is written through the lens of Contextual Leadership and Grassroots Leadership Development in Public Health Administration and how this was instrumental in forging collaborative relationships.

The conference paper describes examples of how value clarification and vision setting drove the process towards a high level of collaboration that was required of a multitude of stakeholders in developing these pilot sites into successful examples of community focused service delivery that is technologically informed and socially responsive and sustainable. The paper reports not only on regional challenges that matter, but global challenges that matter. The context of migrants and communities on the move and working towards a health system that offers Universal Health Access to Care has been a focus in America, Europe and South Africa over the last decade.

This Responsible Leadership Conference paper highlights regional and global challenges that focus on and address issues of equality, quality, reproducibility and cost-efficiency and how to leverage Contextual leadership qualities and a shared vision in achieving these.

Paper 35: Last Mazambani & Emmanuel Mutambara

Sustainable Value Creation in Low-Income Markets: How the Private Sector Can Deepen and Scale Up Poverty Alleviation

Abstract:

Market-led poverty alleviation has drawn the attention of corporate leaders around the globe. Yet poverty alleviation and profit-maximization are often conflicting objectives. Concomitant delivery of the two objectives is elusive and a nascent concept irreconcilable with exploitative pure capitalism based traditional business practices which alienate and exclude poor consumers from the mainstream economy. Such practices are unsustainable as they perpetuate multigenerational poverty among the poor. The relevance of poverty alleviation around the globe is self-evident. The majority of the world population live in abject poverty while the rich few control resources. Earlier attempts by business to help the poor out of poverty failed because it concentrated on selling to them. The packaging of the products was reduced to make their affordable.

In some products, features were removed to lower the cost of the product. However, approaching the poor as consumers failed because they simply do not have stable incomes to sustain effective demand. In fact, business was criticized for selling small packages at premium prices and poor versions of products to the poor in low-income markets. Against this background, this paper examines literature to find how private business can sustainably help the poor escape poverty while making a profit through inclusive business practices. Dimensions of how business can scale-up poverty alleviation impacts are explored. Business failure in low-income markets has been blamed on imposing solutions to the poor. Effective private business-led poverty alleviation should capture customer perspectives of the poor consumers in order to develop solutions that address the foundational cause of their deprivation. They should exploit the strengths of poor communities while minimizing the impact of acute weaknesses of these communities.

The poor are strong in social capital and indigenous knowledge which companies can leverage on when doing business with poor communities. In order to create social value, companies operating in low-income markets should proscribe negative consequences and lever positive outcomes. They should build fair exchange platform that help the poor to acquire and accumulated wealth. They should plough-back profits and delay dividend pay-out from these markets in order to grow the investment and increase impacts. Business should also seek to change the behaviours of poor people so that they eliminate behaviours with negative consequences to their development while adapting to new behaviours that contribute to their wellbeing. The poor would benefit from educational programmes that improve their literacy especially financial literacy.

Corporates can immerse in communities to undertake ethnographic research in order to capture the lived needs of poor people. Collaboration with other organizations such as academia, government and non-government institutions in developing and deploying solutions to the poor can greatly leverage chances of success. Such consumer-focused research can be instrumental to developing durable solutions to poverty. These studies can come up with bottom-up approaches to community problem solving. If miniced with action research, bottom-up problem solving approaches can capture rich dimensions of the context of the poor while allowing them to partake in the design of solutions to their problems. Researcher from low-income market should be promoted to deepen investigation around poverty as they are likely to come up with grounded solutions to poverty.

The rapid diffusion of technologies in low-income markets can be harnessed to lower cost of serving the poor, increasing reach and creating opportunities for increasing the poor's incomes through employment and entrepreneurship. The technologies can be infused to deliver other services such as education, medicine and finance at affordable rates to the poor than charged by traditional business models. Alliances between the private sector and other players targeting to alleviate poverty can help reduce the risk of failure, expose players to expanded resources and capabilities. Exposure to shared resources can reduce both the cost of investment and the required initial capital. This can also translate to reduced prices. Additionally, having the state as a partner to market-le poverty alleviation could be as boost through its ability to craft policies that enable the market and firms to advance the wellbeing of the poor.

The poor can be sustainably helped out of poverty by incorporating them into the value chains of the organizations. These value chains can incorporate the poor as employees, producers and suppliers thereby raising their incomes which increases their participation in the mainstream economy. Such inclusive business approaches can help the poor develop and profit from the reserves of intellectual property in indigenous knowledge they abundantly have. Technologies can be harnessed to connect poor communities to global markets where such intellectual knowledge can be shared and sold to benefit them. Increased participation of the poor in mainstream economy will increase their access to information, self-esteem and dignity.

The poor's welfare can be improved through socialization with other actors outside of their communities in order to increase their power and influence. Multinational corporations are also encouraged to employ local managers as a way of creating employment and transferring skills to low-income people while helping their organization legitimize quickly with communities. Multinational corporations should also encourage flexibility and informality in search of value in low-income markets in their outpost offices against rigidity and standardization. They can also create a repository of learned lessons that they can share intra and inter-organizational and across regions. Global business can increase their impact in low-income markets through outsourcing of services from poor people.

The state can also help the private sector create impactful investments by providing non-tradable services necessary for poverty alleviation to be successful. Low-income markets can leapfrog development by avoiding pitfalls developed nations suffered. They can also utilize the bricolage strategy by utilizing whatever resources are available to circumvent resource constraints in developing countries. Bricolage promotes creativity and innovation that can lower prices. Low-income markets can draw resources by speaking the profit language to the private sector. Increased investment by resource-rich global firms will scale-up impacts in low-income markets. Successes of business operations in low-income markets can be shared and transferred across-nations to benefit other players.

A growing population of developing country population is highly educated but earn less compared to their counterparts in developed nations. Companies can also increase their impacts by setting production facilities in developing countries. They will benefit from low costs which they can transfer into lower prices. They can locate in strategic centralized regions where they serve an extended population within the range of their facilities. Operations of this nature help the poor through direct investment, employment creation and other income generating opportunities.

Paper 36: Joy Ekwoaba & David Ekwoaba

Leadership Roles of Health Maintenance Organizations (HMOs) in Enhancing Participation of Citizens in Health Insurance Scheme in Lagos State, Nigeria

Abstract:

Nigeria is plagued by a myriad of changing and challenging health problems. These problems have made it inevitable for government to make necessary adjustments to health sector primary health care services and operations, especially with the provision of National Health Insurance Scheme (NHIS). The scheme is to ensure access to good and standard health care services for Nigerians and protect families from huge medical bills. Medical fees especially have been the major obstacle to health care coverage and utilisation not just for employees but for the entire population in Nigeria. Health facilities are inadequate and the cost of accessing health care expensive in Nigeria (Yohesor, 2004; Odeyemi and Nixon, 2013). Nigerian government's yearly budgetary allocation to health has not only been fluctuating but is very low to cover the health needs of its over 170million population, this is evident in the report of the Budget Office of the Federation, Federal ministry of Finance (2012). Seeing that government allocation to health has been very low and cannot carter for the health needs of its population, the only way out, is for government to encourage the risk – pooling prepayment approach i.e. National Health Insurance Scheme to carter for the health compensation of the country's workforce (World Health Report 2010, Onyebede, Goyit and Nnadi, 2012).

The scheme has no enabling law establishing it, until the coming up of Decree 35 otherwise now called "Act 35 of 1999" on May 1999. The health reform was in essence staled between 1960-1997 by legislation and political instability in the country. The scheme only became effective on 6th June, 2005, after another 6 years of delay (NHIS Report, 2005). The scheme's objective was to give good health care services, reduce medical bills, gives equal health care cost among different income groups, and employees in both public and private sector of the economy (NHIS, 2012). The NHIS an agency under the Federal Ministry of Health consist of three main programmes: one formal and two informal (Odeyemi and Nixon, 2013, Adeleye, Akoria, Shuaib & Ogholoh, 2010). The Formal Sector Social Health Insurance Programme (FSSHIP) covers public employees and the organised private sector employees, and is implemented via a managed care model funded through percentage contributions from employees and employers. The scheme has contributory premium of 15% of worker's basic salary with the employee contributing 5% and the employer 10%. It is mandatory for organisation with ten or more employees (Metiboba 2011, NHIS 2012, Odeyemi and Nixon 2013). The two other schemes, the Urban Self-Employed Social Health Insurance Programme (USSHIP) and the Rural Community Social Health Insurance Scheme (RCSHIP) are outside the formal sector and not part of the focus here. As a compensation package, the NHIS collects premium and purchases health services that covers the illness of employees, their spouse and four children under the age of 18 (NHIS 2001). For (Ichocku 2005, Yohesor, 2004, Metibuba, 2011), despite NHIS, health services bills are still paid for by employees as the scheme does not cover high cost illnesses and only generic drugs are given to employee, spouse and children under the age of 18.

Till date only 3% of Nigeria total population is covered and this foot dragging is because the scheme has concentrated mainly employees in major cities and towns, living out those in rural areas. This has left a big chunk of Nigerian citizens out, as only 5.8 million Nigerians have signed into the scheme, i.e. 2million from the private sector and the balance from the public sector (Health Insurance Report, 2016). The scheme sign off by employees is suffering because the Acts wording requires only federal government employees and private organisations with less than 10 employees in their contract of employment to subscribe. The 36 states and federal territory which have the highest number of employees were left out. The scheme is also suffering because private sector employees are not registered and as such company do not make adequate contribution due to under declaration of employees under their contract of employment (Nigeria Health Insurance Report, 2015). For the scheme to be more profitable to everybody more people need to join and policy holders pay towards its cost (Agbe, Ushie, & Osuchukwu, 2010). To Onwujekwe, Uzochukwu, Ezeoke & Uguru (2011), the registered Health Management Organisations (HMOS's), has the leadership role of enhancing citizens' participation in the scheme.

The HMO's are the private limited liabilities companies or co-owned public limited liability companies, which collects contributions and pay Health Care Providers (HCP's) to render quality service to the employees (Lawumi, 2015). As at June 2013, there were 76 HMO's in Nigeria of which 54 are duly registered, which has the role of ensuring that Nigerians has quality health services rendered to them (Nigeria Health Insurance Report, 2015). HMO's are viewed as leaders that provides direction and expert advice on health insurance scheme, it is therefore their duty to lead, guide, conduct, direct, supervise and motivate citizens into signing into the Nigeria Health Insurance Scheme. The questions of the study are (1) the HMOs in Nigeria are they playing their leadership role be ensuring recruitment of new enrollees into the scheme especially from the informal sector? (2). are they thoroughly supervising the primary care providers to ensure good and adequate health care facilities and treatments for enrollees as to attract and retain new enrollees? (3). how well are employees of HMOs motivated to drive citizen participation into the national health insurance scheme.

The study therefore, examined the relationship between leadership roles of Health Maintenance Organisations and citizen participation in health insurance schemes in Lagos State, Nigeria, with emphasis on HMOs involvement in recruiting new enrolees, how far they have reached out to the informal sector, how effective they are supervising the primary providers and how well employees are motivated to achieve HMOs goals. Using non-probability sampling method because of absence of sampling frame, hundred and sixty (160) questionnaires (average of four questionnaires per HMO) were distributed to thirty-seven (37) HMOs that are based in Lagos and hundred and fifty-four (154) retrieved, ten (10) in-depth interviews were also conducted. Descriptive cross sectional method was used for thirty-one (37) executive officers while one hundred and thirty-nine (123) employees utilized a purposive sampling technique. The data obtained was analyzed using triangulation of univariate, bivariate and content analysis. The findings of both the interview and questionnaire administration revealed that, HMOs poor wages to employees' does not drive HMOs goals especially the new enrolees drive. That most HMOs are not yet set to attract the informal sector and as such no innovation is being made in that respect. It was also found that the HMOs are not into citizens' community health insurance scheme (CBHIS) and that no bill reduction, exclusion criteria, poor documentations of hospital activities are all issues affecting the leadership roles of HMO in enhancing citizens' participation in health insurance scheme. It is suggested that every HMO should build good relationship with primary care providers by reducing bill and exclusion criteria. Employees of HMOs should be properly motivated for them to drive new enrolees.

Lastly HMOs should regularly organise sensitization programmes that will draw the populace to health insurance scheme and employees of HMOs should be well motivated.

Paper 37: Christian Voegtlin, Andreas Walther & Pascale Schwab

Why Responsible Leadership is Relevant: An Empirical Examination of its Antecedents and Outcomes

Abstract:

The article develops and operationalizes a role model of responsible leadership and empirically tests antecedents and outcomes related to this leadership concept. It draws on stakeholder theory and theories of behavioral complexity to conceptualize responsible leadership. The concept is based on three primary leadership roles: the leader as an expert, a facilitator and a citizen, reflecting the leader's task obligations, relational obligations and citizenship obligations. Responsible leadership is positioned as a both/and leadership concept that requires from leaders to show behavioral complexity in addressing all three roles. The article proposes a measurement for responsible leadership that is based on the balance of the three roles. In three studies we validate our idea of responsible leadership and test a nomological net of antecedents and outcomes. We find support for a positive relation between responsible leadership and leader effectiveness. Moreover, responsible leadership positively relates to employees' affective organizational commitment and employees' community citizenship behavior. Finally, leaders' empathy, positive affect and universal value orientation seem to be positively related to the display of responsible leadership.

Paper 38: Katrin Muff, Anna Liechti & Thomas Dylick

The Competency Assessment for Responsible Leadership (CARL)

Abstract:

The call for responsible leaders in and beyond business is growing around the world. Business leaders and practitioners are looking at management scholars to provide them with pragmatic help in their advancement towards responsible leadership. Luckily, the rich discussion documented in leadership literature over the past decade among scholars allows now a consolidation of insights and thinking into a formal definition of Responsible Leadership. The time is thus ripe to propose such a definition and to operationalize this leadership into a framework and online survey to respond to the demands from practice. These demands include the requirement to determine the degree and extent of existing responsible leadership competencies for an individual and for a group; the possibility to assess the short and long-term effectiveness of responsible leadership competencies development; and the need to evaluate a broad range of existing training offerings in terms of responsible leadership impact.

This paper shows the process of how a literature-based definition and operationalization of the definition for Responsible Leadership were developed through prototyping in education and practice, expert reviews and online tool testing to result in a Competency Assessment for Responsible Leadership.

Paper 39: Christoph Minnig & Peter Zangl

Leadership in Self-Organized Systems – Squaring the Circle or a New Kind of Responsibility?

Abstract:

Responsible leadership in Organizations means being able to successfully address on the one hand economical, social, societal goals and, on the other hand, provide a working environment, which enables employees, customers or clients and other stakeholders (e.g. those who provide resources of all types) to have an impact on the development of the organization.

In the current discussion about local, regional or global problems we have to find answers to two questions within the context of developing organizations:

1. How should we build up organizations in order to be able to withstand these challenges?
2. How can we define the role of leadership in these organizations?

In our opinion the current way we run organizations has been stretched to its limit. One way to meet these challenging tasks could be to abandon the traditional forms of organization. In this context two key developments are to be seen: on the one side there is a new organizational paradigm like self-organized management and, on the other, there is a uncertain desire of a so-called clean and responsible entrepreneurship.

Accordingly, the contemporary discourse about organizational models makes reference to terms like self-organization (of course), agile leadership, democratic enterprises, clean government, 'honourable businessman', reinventing organization, the scrum principle, leading change, accelerate, holacracy and so on. Most of these 'new' organizational models have self-management in common. They operate effectively, reduce overhead and back offices at a large scale, with a system based on peer relationships, without the need for either hierarchy, consensus and massive control(ing). But these terms are more or less empirical anecdotes and are part of a pop culture in management literature: what is missing is a theoretical foundation with which to put the scripted models into practice.

Similar considerations apply to parts of concepts of leadership: the manager's dream to solve problems and to make decisions rationally. The naive plan-do-check-act logic is limited within strongly differentiated organizational models. This is because of uncertainties in cause and effects relationships and diffuse and

complex situations in incalculable decision processes. There is often a naive wishful thinking in order to have a wide range of options available, which allow the manager to change the company's course anytime and immediately. But in the majority of cases this does not work because of the autonomy and ad hoc reactions of organizational constructions

In our presentation, we would like to make a contribution to the current discussion based on a case study about leadership in self-organized systems. We primarily refer to a leadership model from a social enterprise in the Netherlands called Buurtzorg. Buurtzorg was founded as an NGO in 2006 by Jos de Blok and a team of nurses. Since then it has become Netherlands's largest neighborhood nursing organization, providing home care to the elderly and the sick.

The starting point for Buurtzorg was, amongst other things, that they had a too strong focus on leadership. They used to think that leadership was the key to economical success. Buurtzorg developed a different type of leadership, less focusing on individual leaders, but more focusing on the system as a whole leading entity. As a matter of fact the leading person's influence on the productive achievement was greatly overestimated for a long time; against this, in our view, the value and impact of a moral leadership in relation to an organization's life and success was drastically underestimated. Organizations do not have only a responsibility to their shareholders and investors, they are also liable for their management, employees clients, suppliers, the local community, society and environment, a broad variety of different shareholder with often differ aims and goals. The specific role of leadership in Buurtzorg – as in other self-organized systems – is about finding compromises for the benefit of all stakeholders.

For this reason the central question in our presentation is:

Do we need leadership in self-organizing systems and, assuming we do, what are the key elements of a responsible leadership in such systems?

The lecture consists of three parts:

- I. Self-Organized System – between pop culture and theoretical foundation (References to the theory of Neo-institutionalism and loose coupling)
- II. Responsible Leadership and the moral point of view (the ethic discussion)
- III. How or to what extent does it work – a case study from Switzerland

Presenters' Biography

The biography of each presenter is in order of appearance as in the programme.

Paper 1: Charlene Lew & Charlise Small

Charlene Lew is a Senior Lecturer at GIBS. She teaches on the MBA and custom programmes in the areas of Strategic Leadership Decision-Making, Organisational Behaviour, Organisational Design and related subjects for instance Leading Change, Performance Management and Creative and Strategic Thinking. Charlene supervises doctoral and MBA research, focusing the research of her students on behavioural decision-making and the intersection where strategic leadership decision-making and organisational outcomes meet. She is passionate about the intra- and inter-psychological processes which drive behavior at work, and holds a Doctorate in Psychology with a focus on adult career development. Charlene has been employed at GIBS for more than 12 years, previously as Senior Programme Manager. Her clients included diverse entities such as BATSA, Bowman Gilfillan, Deloitte, Ernst & Young, Group 5, the Imperial Group, KPMG, Medscheme, Mondi, Mpact, Omnia, Nedbank, NMI, Royal Bafokeng Platinum, SAAB EDS, Siemens, Standard Bank and Unicef to mention a few. Prior to joining GIBS, Charlene was the Dean of the Damelin International College of Postgraduate Business Sciences.



Cherise Small is a chemical engineer by trade, currently working as a plant manager in the chemicals sector. She has recently completed her MBA, with a focus on mindfulness as her dissertation. She is an avid practitioner of mindfulness, and has been developing her breadth of knowledge in this area.



Paper 2: Johan Beukes

Johan Beukes studied Theology (BA Theol, BA Hons Theol, MDiv Degree) at the University of the Free State, Honours Degree in Industrial Psychology at the University of North West and was accredited as a psychometrist with the Health Professions Council of South Africa (HPCSA). He did his MPhil at the University of Johannesburg, focusing on Personal and Professional Leadership. Johan completed his Doctorate Degree in Education under the topic: "Facilitation of awareness in decision making as integral part of mental health". Complementing his studies, INSEAD, the world-renowned business school, offered him an opportunity to complete an International Social Entrepreneurship programme in 2015. HARVARD University invited Johan to partake in a 2016 Emerging Leaders course with more than 60 international leaders from more than 20 countries. His academic interests support his core life business, which he explains as: the accompaniment of people, especially leaders and organisations, on their journeys towards having a meaningful impact in the world through their purpose, or who they are. Because of Johan's expertise in various fields (leadership, coaching, facilitation, industrial psychology, education and spirituality), he is able to tailor interventions in a holistic manner, for every client. Johan is currently the Chief Executive Officer of *in Harmonie - place of change*. It was founded by Hanneli Rupert-Koegelenberg and is a place and platform that encourages unity (in Harmonie) on a local, national and international level.



Paper 3: Letitia Campbell

Letitia Campbell is the Director of Contextual Education I and Senior Program Coordinator for the James T. and Berta R. Laney Program in Moral Leadership at the Candler School of Theology at Emory University. Her research and teaching interests include feminist social ethics, social and political theory, histories of Christian internationalism, transformative pedagogy, community and international development, and the role of religion in sustaining movements for social justice. Her current research focuses on histories of Christian internationalism, popular practices of short-term international volunteer work, and the impact of religious activism on the movement to end human trafficking. From 2011 to 2015, she worked with Emory's Master's in Development Practice (MDP) Program, where she taught courses in sustainable international development and helped to establish a dual degree program in development and theology. Letitia holds an M.Div. from Union Theological Seminary in New York City, a BA. in Political Science and Gender Studies from



Davidson College, and a BA. in English Language and Literature from Oxford University, where she studied as a Rhodes Scholar. She is currently completing a PhD in Ethics & Society in the Graduate Division of Religion at Emory University.

Paper 4: Neil Eccles

Neil Eccles is the Head of the Institute for Corporate Citizenship, a research institute housed in the College of Economic and Management Sciences at the University of South Africa (UNISA). He is an ecologist by training. However, these days he finds himself spending much of his time trying to teach a bit of moral and political philosophy to undergraduate economic and management sciences students. This poses some interesting challenges. Beyond this, Neil's primary research interests lie in the fields of responsible investment, corporate citizenship and business 'ethics'. Before his return to academia, he spent several mind-numbing years in the consulting industry in both a mainstream business consulting company as well as a specialist corporate social responsibility consulting firm. Neil is an NRF C-rated researcher and, at the moment, is a member of UNISA's Council.



Paper 5: Hilke Steenkamp

Hilke Steenkamp is a lecturer in the Department of Journalism at the Tshwane University of Technology. She holds a PhD in Communication Management, an MA (Visual Studies) and a BA (Languages) Journalism degree from the University of Pretoria. In her doctoral study she developed a new communication management framework to facilitate responsive and stakeholder-specific reputation management techniques on social networking sites. Her research interests include social media, communication management, corporate reputation management, corporate social responsibility, ethics and moral philosophy, visual culture studies as well as discourse analysis and feminism.



Paper 6: René Swart

René has worked as a senior researcher in integrated reporting at the Albert Luthuli Centre for Responsible Leadership for the past four years. She holds a BCom, LLB and LLM degree and has nine years' experience as a researcher and lecturer at the University of Pretoria and the University of South Africa. She was admitted as an Attorney of the High Court of South Africa in 2006. She is an experienced researcher with first-class communication, organizational and analytical skills. She is passionate about educating the future business leaders of Africa.



Paper 7: Harmke Immink

Harmke Immink is an environmental engineer and a director for Promethium Carbon, a carbon and climate change advisory company in Johannesburg. Promethium Carbon offers comprehensive climate change and carbon service since 2002. With a vision to making a difference in climate change in Africa Promethium has a focus on technical advice and sustainable strategies. She is part of the South African ISO technical team responsible for the standards on water and carbon footprints, emissions reporting as well as environmental declarations. She is currently doing a PhD on greenhouse gas target setting through the Centre for Renewable and Sustainable Energy Studies at the University of Stellenbosch.



Paper 8: Karin Buhmann

Karin Buhmann, a Professor with special responsibilities for Business & Human Rights at Copenhagen Business School (CBS), a Danish business university with a commitment to Corporate Social Responsibility (CSR) and Sustainability. Buhmann has an advanced Post-Doc degree (Dr.scient.adm) on a dissertation on Business & Human Rights, a PhD in law, and a Master's in international humanitarian and human rights law. With a particular focus on human rights and social sustainability, her research and teaching focus on Business and Human Rights, regulatory strategies and forms of regulation for CSR, with a strong focus on the interaction between public and private hard, soft and smart-mix regulation, and implementation in national and transnational contexts. Since 2012 Buhmann serves as one of five part-time members of the Danish National



Contact Point (NCP) under OECD's Guidelines for Multinational Enterprises. In 2014 she initiated The BHRight Initiative, an interdisciplinary academic network on research and teaching on Business & Human Rights. Buhmann has published widely in international journals and edited volumes. In 2017 she will be publishing a monograph on collaborative regulation in the evolution of transnational sustainability norms (Ashgate/Routledge) and another on the emergence on the Business & Human Rights regime (Edward Elgar). Her most recent publications include Buhmann, K. (2015) 'Public regulators and CSR: The "Social Licence to Operate" in recent United Nations instruments on Business and Human Rights and the juridification of CSR', *Journal of Business Ethics* DOI 10.1007/s10551-015-2869-9; and Buhmann, K. (2015) 'Business and Human Rights: Understanding the UN Guiding Principles from the perspective of Transnational Business Governance Interactions', *Transnational Legal Theory* 6(1) 399-434.

Paper 9: Adriaan Taljaard

Completed a BA Communication degree at Rand Afrikaans University (RAU) in 1987 and Honours at RAU in 1989. In 2014 he completed a Master's in Communication Management at the University of Pretoria (UP) and is subsequently in his third-year PhD Communication Management at UP. He is currently the Manager Communication and Media at the Water Research Commission (WRC) and has more than 27 years' experience in the field of corporate communication and marketing with comprehensive knowledge in business development, internal communication, external communication, media relations, stakeholder relations, events management, social media development and CSI management. He previously worked in senior management positions within the communication and marketing units of the Benoni City Council; Cancer Association of SA (CANSA); Telkom SA; Proudly South Africa (dti); Companies and Intellectual Properties Registration Office (dti) and Medihelp Medical Scheme.



Paper 10: Renco van Rensburg

Renco van Rensburg (BCom; BCom Hons; MPhil) studied supply chain management at the University of Pretoria and obtained his Master's degree in 2016. He worked at the Department of Business Management (UP) as a research assistant. His own research interests include, supply chain sustainability, supply chain resilience and risk management. He worked as a business analyst at a leading South African logistics services provider where he was tasked with identifying and removing inefficiencies in their supply chain. He currently works as a lecturer in the school of public and operations management at UNISA.



Paper 11: Gavin Price

Gavin holds a BA degree in psychology and sociology, a BProc, LLB as well as an LLM (Banking law) from UNISA. He has an MBL degree from UNISA's School of Business Leadership and obtained his DBA from the University of Pretoria (GIBS). He is an admitted attorney and besides practicing for a number of years, he also worked as a corporate legal advisor in the property development industry before joining the banking and finance industry. In the banking industry, he was the legal manager and chief mediator for the industry's ombudsman before joining Stannic (Standard Bank) as their Head: Legal, compliance and operational risk, where he was also a member of their executive committee. In addition to his expertise in the banking and finance industry, he has considerable experience and knowledge through his work in the property development, retail and motor industries. His particular fields of interest are business ethics, leadership, strategy, and decision making.



Paper 12: Lungile Manzini

Lungile has more than 8 years working experience in the field of sustainability; having worked in both the private and public sector in South Africa and globally. She is currently employed by MTN as a Group Sustainability Manager. She has previously worked for Camcoglobal, United Nations and the National Department of Environmental Affairs. She has a BSc degree in Chemistry and Honours degree in Environmental Management from the University of Johannesburg. She also has a Master's degree in Environmental Management from Wageningen University in Netherlands. Lungile recently completed her



MBA and research topic focused on Responsible investment in the investment sector. She is also a recognised international Greenhouse gas reviewer for the energy sector under the United Nations Framework Convention on Climate Change (UNFCCC). Her expertise range from sustainability implementation plan and strategy, green office, sustainable development, sustainability reporting, sustainable product development, smart and sustainable cities, policy and regulation development and implementation, digital human rights, ISO14001 standards, ISO 9001 standards, national greenhouse gas inventories, socio-economic impact analysis, carbon footprint and management, climate change strategy and management and sustainability compliance.

Paper 13: Lotte Holck

Lotte Holck, PhD, is a Postdoctoral researcher at Copenhagen Business School, Department of Organization. Lotte's work explores issues of workplace diversity, organizational inequality and power with a particular focus on the intersection of ethnicity, gender, age, class and professional training. Methodologically her research draws on intervention-based critical ethnography to advance a *problematizing* and *practitioner-relevant* diversity research agenda departing from local contextualized cases. Her current research is a major study on team diversity in ISS Denmark in regards to recruitment, onboarding, and leveraging the daily team dynamics to unfold the diversity potentials of the team. Her work appears in *Personnel Review*, *Equality, Diversity and Inclusion – an International Journal*, and *Scandinavian Journal of Management and Organization* (forthcoming). Lotte further more draws on 15 years of work experience within labor market integration and diversity management in the public and private sector.



Paper 14: Annette Risberg

Annette Risberg is professor in organization and management at the Inland Norway University of Applied Sciences and assistant professor at Copenhagen Business School. She holds a PhD and Docent from Lund University. Her research interests combine studying Diversity in Organizations and Mergers and Acquisitions. She has published in journal such as *Culture and Organization*, *Gender in Management: An international Journal*, *Journal of World Business* and *Scandinavian Journal of Management*, *Human Resource Management* and *Business Horizon*, amongst others, besides books and book chapters. Annette Risberg is currently co-editor of the journal *Culture and Organization*.



Paper 15: Michael Pepper

Michael Pepper is Director of the Institute for Cellular and Molecular Medicine, Director of the SAMRC Extramural Unit for Stem Cell Research and Therapy, and a professor in the Department of Immunology in the Faculty of Health Sciences at the University of Pretoria (UP). Michael is also *professeur associé* in the Department of Genetic Medicine and Development in the Faculty of Medicine at the University of Geneva, Switzerland. He obtained his MBChB in 1982 from the Faculty of Medicine at the University of Cape Town, and moved to Geneva in 1986, where he obtained his PhD in 1990 and MD in 1992. In 1997 he obtained his Habilitation and had the title Privat Docent conferred on him. He returned to South Africa in July 2004. He has worked extensively in the field of clinically-oriented (translational) molecular cell biology, and his current interest includes stem cells and the human genome.



Paper 16: Tsitsi Mkombe

Tsitsi Mkombe is development practitioner with over ten years of multidisciplinary professional experience working with multi-sectoral/integrated community based development programmes/projects in Africa and Middle East with particular skills in program development and management, partnership development and negotiation with private sector donors, government agencies and other organizations. This works for WWF in the Business Development Unit, fundraising through corporates. Before joining WWF Tsitsi worked with Habitat for Humanity in EMEA region, and before that with IntraHealth International, Wits Health Consortium and WK. Kellogg Foundation.



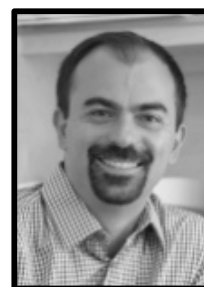
Paper 17: Jill Bogie

Jill Bogie holds a PhD in Business Management and Administration from the University of Stellenbosch and an MPhil in Futures Studies. Her research interests are the sustainability agenda for business in the context of grand challenges and complex, systemic problems; cross-sector collaboration, value creation in the context of multi-stakeholder partnerships and sustainable supply chain partnerships. Jill's research adopts a qualitative paradigm to explore these subjects using methods such as narrative inquiry and interpretative phenomenological analysis (IPA) and a theoretical approach called the communicative constitution of organisation (CCO). The CCO approach conceptualises that the foundations of organising and organisation are located in the generative processes of communication and in the relational interactions of conversation and text.



Paper 18: Lorenzo Fioramonti

Lorenzo Fioramonti is Full Professor of Political Economy at the University of Pretoria (South Africa), where he directs the Centre for the Study of Governance Innovation (www.governanceinnovation.org). He is also Senior Fellow at the Centre for Social Investment of the University of Heidelberg and at the Hertie School of Governance (Germany) and Associate Fellow at the United Nations University. Lorenzo is the first and only Jean Monnet Chair in Africa, a prestigious recognition awarded by the European Commission to distinguished academics, and also holds the UNESCO-UNU Chair in Regional Integration, Migration and Free Movement of People. In 2012, he received the UP Exceptional Young Researcher Award and in 2014 he became the first president of the European Union Studies Association of Sub-Saharan Africa. He is the author of over 60 scientific articles and 8 books. His most recent books are *How Numbers Rule the World: The Use and Abuse of Statistics in Global Politics* (Zed Books 2014, <http://zedbooks.co.uk/node/13242> translated into four languages) and *Gross Domestic Problem: The Politics Behind the World's Most Powerful Number* (Zed Books 2013, <http://zedbooks.co.uk/node/12010>, translated into seven languages and the recipient of the UP Best Book of the Year Award in 2014 and shortlisted for the ASSAP Best Book of the Humanities). Both books deal with the political interests behind economic statistics and the GDP ideology. Lorenzo's research interests range from alternative economic paradigms to the governance of the commons, global political innovations and new forms of supranational regionalism. His opinion pieces have been published, among others, by The New York Times, The Guardian, Foreign Policy, Harvard Business Review, TruthOut, Die Presse, Das Parlament, Der Freitag, The Mail&Guardian and www.opendemocracy.net. He has a monthly column in Business Day, South Africa's foremost daily financial newspaper. He is the author of two film documentaries, *The Age of Adaptation* (<http://globalreboot.org/videos/>) and *Presi per il PIL* (in Italian, <http://www.presiperilpil.org/ilfilm.html>). He blogs at www.globalreboot.org and he is a sought-after public speaker on issues regarding new economic paradigms, rethinking development and responsible business. His work is endorsed by acclaimed authors such as Richard Wilkinson, Kate Pickett, Raj Patel, Vandana Shiva, Susan George, Richard Heinberg, Johan Galtung and leading economists like Robert Costanza, Enrico Giovannini and Tim Jackson. He is the founder of the Action Research Network for a Wellbeing Economy in Africa (WE-Africa, www.we-africa.org) and a member of the Alliance for Sustainability and Prosperity (www.asap4all.org).



Paper 19: Marius Oosthuizen

Marius Oosthuizen is a recent participant in the **Oxford Scenarios Programme** at Saïd Business School, University of Oxford, UK. He holds a Masters in **Strategic Foresight** from Regent University, Virginia Beach, USA an Honours Bachelor in Systematic Theology from the University of South Africa (UNISA). He is currently completing a Masters of Arts in **Applied Ethics** (Social, Political and Economic) with St. Augustine's College, Johannesburg. As a member of faculty at the Gordon Institute of Business Science (GIBS) he teaches on the intersection between **leadership, strategy and ethics**. As programme manager for the Future of Business Project at GIBS he has a three-tiered focus on the future of South Africa, Africa and the BRICS and brings together key stakeholders from the public sector, private sector and



civil society to facilitate dialogue and foster insights about strategic opportunities and threats. Marius has written widely in popular press on the political economy of South Africa, addressing social cohesion, social change and more recently, the #FeesMustFall movement. (See: <http://thoughtleader.co.za/mariusoosthuizen/2016/10/21/open-letter-to-jeff-radebe-feesmustfall-students-and-vice-chancellors/>) His recent research has focussed on the South African mining, manufacturing and financial services sectors, the future of energy in SA and SADC as well as water security. He is a member of the Advisory Council of the Association of Professional Futurists and recent contributor to the London-based School of International Futures' (SOIF), Scenario Retreat on European Union (EU) Foreign Policy as well as the recent conference of the European Strategy and Policy Analysis System (ESPAS) in the EU Parliamentary Research Service. He consults in various industries as principle at CUSP Consulting (Pty) Ltd.

Paper 20: Willem Fourie & René Swart

Willem Fourie is Associate Professor in Social Ethics at the University of Pretoria's Faculty of Theology and Associate at the Albert Luthuli Centre for Responsible Leadership. He advises the African Union's NEPAD Agency. Willem is an ethicist trained in the field of theology, and he engages in multidisciplinary research, focusing on the social requirements of sustainable and inclusive development. It covers a range of disciplines, including ethics, theology, development studies and leadership studies.



René Swart has worked as a senior researcher in integrated reporting at the Albert Luthuli Centre for Responsible Leadership for the past four years. She holds a B Com, LLB and LLM degree and has nine years' experience as a researcher and lecturer at the University of Pretoria and the University of South Africa. She was admitted as an Attorney of the High Court of South Africa in 2006. She is an experienced researcher with first-class communication, organizational and analytical skills. She is passionate about educating the future business leaders of Africa.



Paper 21: Bernard Slippers

Bernard Slippers is a Professor in Genetics at the University of Pretoria (UP). He is a core team member of the Tree Protection Co-operative Programme and Centre of Excellence in Tree Health Biotechnology in the Forestry and Agricultural Biotechnology Institute (FABI). Bernard's research focuses on the ecology and evolution of insects and microbes that affect tree health, and how to mitigate their impact. He holds a B1 rating from the NRF. Bernard leads the Future Africa initiative at UP, aimed at developing excellence in trans disciplinary science for innovation in Africa, as well as the Africa Science Leadership Programme.



Paper 22: Stephen Hendricks

Professor Stephen James Heinrich Hendricks graduated in the first class of black dentists in 1973 at University of Western Cape, South Africa. He then furthered his studies in UK at University of London in 1986 when he was awarded a British Council Scholarship and graduated with a Diploma in Dental Public Health at the Royal College of Surgeons & a MSc degree in Public Health. In 1989 he was awarded a Harvard University /South Africa Fellowship and graduated with a Master of Public Health degree at the T Chan Harvard School of Public Health. In 1991 he was awarded a Kellogg Doctoral Fellowship which enabled him to complete and graduate with a Master of Public Administration degree at Harvard Kennedy School and with a Doctorate degree in Medical Sciences in 1996 at Harvard University. He subsequently returned to SA, joined the National DOH in 1997 as Director HR & later promoted to Chief Director Human Resources & Labour Relations. During this time, he appointed Professor of Public Health at Sefako Makgatho University (then MEDUNSA) & taught MPH degree students. He was promoted to Deputy Director-General: District Health Services in KwaZulu Natal DOH for 2002-04. In 2005 – 2008 became Deputy Director-General at South African Management Development Institute(SAMDI). He has published several scientific papers and contributed to chapters in Books. In 2010-2011 he was appointed Principal Investigator by the WHO/Africa for South Africa study on Primary Health Care. Recently he conducted Capacity Building Training Programs



for Public Health Officials Dr Kenneth Kaunda Districts in NWest Province DOH, NCape Province, Mpumalanga province and in KZN DOH Districts in Umzinyathi, Umgungundlovu, and Amajuba District. In addition, at UP he teaches Masters and PhD students in various health fields of study and served as Promotor for graduation of 4 PhD students in 2016-2017. Currently he is an Extraordinary Professor of Public Health and Policy at University of Pretoria School of Public Health. He is currently the overall Program Director for Albertina Sisulu Executive Leadership in Health (ASELPH) which is a collaboration between University of Pretoria, University Fort Hare and Harvard University, USA.

Paper 23: Adri Drotskie

Adri is the MBA Director of Henley Business School South Africa since 1 February 2015. She has year of corporate and academic experience, working for Transnet (8 years) and Absa, member of the Barclays Group (10 years) and being a senior lecturer and Head of the MCom (Business Management) programme at the University of Johannesburg (7 years). Adri is also a research associate at UJ and an associate member and full time faculty member of the unit for International Business and Strategy at Henley UK. Adri is a strategist by profession, with skills in strategy development and implementation, action learning, scenario planning and systemic thinking. She has strong leadership and management skills and has experience in managing large teams, but also lectured on post-graduate programmes in contemporary management, history and philosophy of management, international business, strategic marketing and strategic management. She holds a PhD from the University of Stellenbosch, with the title Customer Experience as Strategic Differentiator in Retail Banking.



Paper 24: Matete Madiba

Matete Madiba holds a PhD in E-learning. She is currently the Director: Department of Student Affairs, University of Pretoria. She was, prior to this Deputy Director, Department for Education Innovation, University of Pretoria. She was previously Chair of HELTASA (Higher Education Teaching and Learning Association). She serves as research mentor and supervisor, reviewer, external examiner and moderator.



Paper 25: Karl-Heinz Pagner

Karl-Heinz Pagner (www.cbs.dk/en/staff/kpmsc) holds a PhD from Odense University, Denmark. His thesis was published in 1999 as a book, entitled *Schreiben im Beruf als Handeln im Fach* [Writing in the workplace as acting in the professional domain]. The thesis shows that writing is not only an adjunct to action, but is a form of (inter)action in itself. He has researched and lectured at Odense University and the Southern Denmark Business School in Sønderborg, Denmark. In 1998, he joined the Department of Intercultural Communication and Management (now: Department of Management, Society, and Communication); Copenhagen Business School, as Associate Professor. He was Academic Program Director of the BSc and MSc study programs "Business Administration and Organizational Communication" and is one of the founders of the "ComCaseCompetition" and a member of European Literacy Network (<http://www.is1401eln.eu/en/>). His primary research and teaching interests are in the areas of Academic Literacy, text production, writing in the workplace, organizational communication, media and communication, co-branding, co-creation, and urban governance; i.e. research that contributes both to academia and to professional domains.



Paper 26: Elme Vivier

Elmé Vivier is a freelance researcher and PhD candidate at the University of Pretoria's Albert Luthuli Centre for Responsible Leadership. Her research focuses on the intersection of public leadership and engagement in local government, and she has been involved in the design and facilitation of community-based monitoring projects with local government and informal settlement leaders in the Western Cape for the past three years. Previously she worked as a researcher at the Human Sciences Research Council's unit for democracy, governance and service delivery, and taught philosophy and business ethics at the University of Pretoria. She holds two masters degrees (in philosophy and creative writing), and a bachelor's



degree in political science from the University of Florida. Her research interests include local participatory governance; social accountability and social movements; leadership theory and practices; and participatory action research methodologies and research impact.

Paper 27: Sandile Mbokazi

Dr. Mbokazi is a lecturer for Community Development and an Academic Leader for Teaching and Learning in the School of Built Environment and Development Studies at the University of KwaZulu-Natal. He holds a Doctoral Degree in Education, which he obtained from the University of KwaZulu-Natal's School of Education and Development in the Discipline of Educational Leadership, Management and Policy. Since 2001, he has worked as a research, monitoring and evaluation specialist in the Education Policy Unit (Natal) and later on at the Centre for Education Policy Development. This has exposed him to a wide range of policy debates, discourses and dialogues, all of which have strategically positioned him as a policy analyst and an advisor in South Africa's policy reform agenda. Both as lecturer and as a research and development consultant, I have done a number of research, monitoring and evaluation projects and presented at numerous conferences focusing on education, poverty, rural and community development as well as development planning.



One of my recent contributions to sustainable local governance is to lead a team that produced a Toolkit for Spatial Planning that would assist municipalities to improve spatial planning in rural communities through promoting change from below, valuing local knowledge, local or indigenous culture, local resources, and local processes. Generally, my areas of study have included: traditional leadership, sociology, industrial psychology, education, sustainable rural development and now integrated community development. My research interests include: traditional or indigenous leadership, land use management systems, community development, local government, school governance, poverty conceptions and alleviation, as well as service delivery. I got involved with Project Mikondzo, one of the projects that are done by the UKZN's Community Development Division in the School of Built Environment and Development Studies, in partnership with the South African Department of Social Development. Working for the University of KwaZulu-Natal provides an important opportunity to contribute to the role that tertiary institutions play in community development and engagement, which is my personal aspiration in academia. UKZN is better placed to respond to issues within KwaZulu-Natal province and beyond.

Paper 28: Magda Hewitt & Albert Wort

Magda is currently situated within the Department of Industrial Psychology and People Management (IPPM) at the University of Johannesburg. She heads the Postgraduate Leadership Doctoral and Masters Programs. Magda is an active supervisor and has successfully delivered Masters and PhD students. She is well published, co-author and editor of a few textbooks and has delivered various papers at national and international conferences. She focuses her research on leadership and on entrepreneurial leadership issues in an emerging economy context and is well anchored in practice.



Dr Albert Wort was born and schooled in South Africa. He started his academic career in education in which he attained the degree BA (Ed). He teaches 7 years as a High School Teacher. During his teaching career, he attained his Honours degree B(ED) in Teaching Management. Also during his teaching career, he obtained his B (Theol) to empower him for the full time ministry as a Pastor. He served for 14 years within the ministry during which he did his masters in Personal Professional Leadership (M.Phil. PPL –HRM). After a fulfilling time within the ministry he academically migrated into full-time Academics in which he became the qualification leader of the post graduate programme Personal Professional Leadership. Dr Wort carries the responsibility of Masters as well as Doctoral students within the programme. He attained his PhD in 2013 with the Topic "The Development of a Professional Leadership Development Model". Dr Wort carries the interest in writing poetry and is an avid photographer. His Hobby is Gym training and he love spending time with his wife and two children



Paper 29: David Coldwell, Emmanuel Nkomo & Robert Venter

David Coldwell B.Sc. (Hons) B.A. (Hons. Econ) M.A. D.Litt et Phil FCIPD FRSA is a Professor in the School of Economic and Management Sciences at the University of the Witwatersrand.



Emmanuel Nkomo B.Com Hons M.Com M.B.A. is a lecturer in the School of Economics and Management Sciences at the University of the Witwatersrand.



Robert Venter, B.Com (Hons) M.Com Ph.D is a senior lecturer in the School of Economic and Business Sciences at the University of the Witwatersrand



Paper 30: Edwin Smith

Edwin T Smith left South Africa for exile in the mid-1980s where he studied and worked in various countries in Africa and abroad. After graduating from the Solomon Mahlangu Freedom College (SOMAFCO), the African National Congress (ANC) school in Morogoro, Tanzania in 1989, Smith served as a personal assistant to Dr. Seretse Choabi, the then Director of the ANC's Department of Education in Lusaka, Zambia. Smith left Zambia for the United States of America where he read psychology, economics and writing at Rutgers, the State University of New Jersey. During his nine years in the United States, he studied and later worked at Rutgers University in various capacities of which the last was as Director of Rutgers University's Council for Southern Africa. In 1999 Smith returned to South Africa to serve as the Spokesperson for the Minister of Trade and Industry and as Director: Media Liaison in the Ministry. In September 2002, he joined the University of Pretoria as Director of the Department of Marketing and Communications.



Following the incorporation of the Mamelodi Campus of Vista University on 2 January 2004, Smith is the charter Director of the Mamelodi Campus of the University of Pretoria. Since 2007, Smith is also the first live-in Head of Residence of Tuxsdrorp, the largest of the three University of Pretoria's postgraduate and international students' residences. Since returning to South Africa, Smith has served on various boards. He was a past Director and Member of the Board for the Soccasjasco Kids Project (2002-2003). From 2005 to 2006, he served as Vice Chairman of the Board of Directors for *Blink* Lifestyle Magazine and became the Chairman of the Board and Publisher of *Blink* Lifestyle Magazine in 2006. He was also a member of the Advisory Board of *Molato*, the national Department of Minerals and Energy magazine. Smith also serves on a number of University of Pretoria institutional committees and work groups.

Paper 31: Tonja Blom & Lynne Derman

Lynne Derman is the founding member of Goldfish Consulting, with offices in Johannesburg and Cape Town. A highly respected executive, with global experience, Lynne has devoted over 30 years in the Human Resources field. Her Ph.D in Leadership, Performance and Change, was conferred on her in 2008 by the University of Johannesburg. The topic of her thesis is: Organisational Energy and Individual Wellbeing. Understanding the real value of Organisational Climate, the main focus of Lynne's work today is in climate surveys, assessments, coaching, development workshops, as well as publishing her work and public speaking.



Tonja Blom brings organisational development, change, well-being and diversity expertise to Goldfish Consulting. She interwove the practical realities of Informational Technology, Projects, Strategic HR, Diversity and Organisational Development into her Doctoral thesis “Fusing organisational change and leadership into a practical roadmap for South-African organisations”



Paper 32: Jacobus Ootshuizen

Cobus is the Dean of Milpark Business School. His areas of specialisation are Leadership, Entrepreneurship, and Strategy, with keen interests extending into the areas of technology, innovation, complexity, philosophy, artificial intelligence, futures studies and the Fourth Industrial Revolution. Cobus' current research focus is the Fourth Industrial Revolution and its influence on strategy, leadership, management practice and the world of work. He contributes regularly to popular press, has presented papers at academic conferences, published refereed journal articles, contributed book chapters, and acts as reviewer for a number of academic journals. Cobus is a keen blogger and often expresses views related to his fields of interest via his personal blog and LinkedIn. He also supervises master's and doctoral students, and serves as external examiner for master's and doctoral dissertations, and PhD proposal defence panel-member for various South African universities. Cobus is a member of Southern Africa Institute of Management Scientists and the Institute of Directors; and serves on the conference board of the International Business Conference (IBC).



Paper 33: Mollie Painter-Morland

Mollie Painter-Morland (PhD) is Professor of Ethics and Organization at Nottingham Business School in the UK, and part-time Coca-Cola Chair of Sustainability at the IEDC-Bled Business School in Slovenia. She serves as co-editor of Springer's Issues in Business Ethics series, and as the Africa Director of ABIS (The Academy of Business in Society). In this capacity she leads a project on Leadership Development for Sustainability in cooperation with IBM, GSK and Unilever. She has authored a number of books, and publishes her research in top journals such as *Organization Studies*, *Journal of Business Ethics*, *Business Ethics Quarterly*, *Leadership*, and *Organization*. Her current research interests include: European philosophy and ethics, relational and systemic leadership, and integrated reporting.



Paper 34: Caren Scheepers

Caren is a registered Counseling Psychologist with the Health Professional Council of South Africa and an accredited Professional Credentialed Coach with the International Coaching Federation (ICF). As a management consultant, Caren has more than 30 years' experience in various environments in Psychometric Assessments, Leadership, Team- and Organisational development. The financial services sector, e-commerce start-ups and international consulting environments across industries, have allowed her to pursue her interest in improving performance. Caren's passion for people development has encouraged her to pursue studies and a career in the field of psychology, management consulting and executive coaching. Her career path started out with two years as a registered Psychologist (at a Clinic and Department of Labour), eight consecutive years as an internal Management Consultant in the Financial Services industry and four years as an International Consultant at Gemini Consulting. Caren served in multi-disciplinary teams, consisting of consultants from various countries and was involved in large-scale transformation projects. She then founded the Irodo Consulting group (Industrial Relations and Organisational Development Organisation, registered with Services Seta) and functioned as an independent consultant. Caren has been involved with significant improvement of the performance of executives and executive teams across industries and NGO's. She functions as an account manager and leader of a team of psychologists and psychometrists at Irodo. (www.irodo.com). She is currently a Senior Lecturer at the Gordon Institute of Business Science (GIBS), University of Pretoria, lectures on the MBA (Organisational Development and Transformation), as well as an MBA elective titled: Contextual Leadership Intelligence and



on Company Specific Programmes. Prior to taking a full-time academic position at GIBS, she lectured at University Stellenbosch Business School's (USB-ED) Executive Education Programmes on Leadership and Team Development, Emotional Intelligence, Coaching, Change Management and Organisational design. She also lectured on the Masters in Management Coaching at USB-ED and was research study supervisor. Also, she lectured on the Wits Business School's Masters in Management and Business Coaching (MMBEC). She was an Executive Coach and Group/ Team Coach for the Center for Creative Leadership in Brussels (EMEA region) and gained coaching experience in West, East,- North-Africa. She is an ICF accredited Professional Credentialed Coach and completed the New Ventures West Coaching Course (ACC and PCC) of University of Cape Town, Graduate School of Business.

Ellenore is a medical doctor and health manager with a master's degree in bio-ethics and health law and a diploma in health systems management and executive leadership. She is a social justice ambassador with 10 years of experience in health and social development. She consults in health management. Ellenore is the pilots' interdisciplinary community development and health service delivery in informal settlements as part of her role at the Department of Family Medicine, University of Pretoria and is an emerging fellow of an executive leadership programme through UP and Harvard. Ellenore is a published author and has presented talks on health and wholeness on TV. She climbed Kilimanjaro to raise awareness against human trafficking in 2012 and speaks on ethical, health and social development issues in the private and public sector. She is also a director of a faith based organisation Turn2God with the aim to develop a sustainable structure to nurture, equip and develop orphans affected by HIV/AIDS. She lives with passion to make a positive contribution towards social development and investment through strategic management and consultation on projects with an educational, holistic health and community strengthening focus.



Paper 35: Last Mazambani

Last Mazambani is a PhD candidate at the University of KwaZulu-Natal and senior finance lecturer at the Management College of Southern Africa (MANCOSA). Prior to that, Last worked in development finance at the Reserve Bank of Zimbabwe. He is reading on sustainable market-led poverty alleviation. His research interests are around inclusive business modelling particularly in the stream of financial inclusion.



Paper 36: Joy Ekwoaba

Joy had her tertiary education at University of Lagos, Akoka Yaba, Lagos Nigeria, where she obtained her Bachelor of Science in Political Science, Master's Degree in Industrial Relations and Personnel Management and Ph.D. in Industrial Relations and Personnel Management. She worked with Nigerian Bottling Company Plc and Mutual Benefits Assurance Plc at the management level and currently lectures at the Department of Industrial Relations and Personnel Management, Faculty of Business Administration, University of Lagos. Joy is a member of the following professional bodies: Nigeria Institute of Management, Nigerian Academy of Management, British Academy of Management and Nigeria Labour and Employment Relations Associations. She has over 20 Published Journal Articles both nationally and internationally and is married with children.



Paper 37: Christian Voegtlin

Christian Voegtlin is an Associate Professor in Corporate Social Responsibility at Audencia Business School. He received his PhD in Business Administration from the University of Zurich. His main research interests are in responsible leadership, business ethics, corporate social responsibility, and human resource management. He has published several articles in academic journals and in other outlets on these topics. The research on responsible leadership has been repeatedly funded by the Swiss National Science Foundation. He currently serves as section editor for Human Resource Management for the Journal of Business Ethics.



Paper 38: Katrin Muff

Katrin Muff PhD, active as a thought leader in conceptual design and applied research in sustainability, responsibility and transformation, and directing the DAS & DBA programs. Please consult our team space (<http://www.bsl-lausanne.ch/about-bsl/who-we-are/our-team/>) to see who is in charge of what as we have eliminated our Dean function. Business School Lausanne is a self-organized institution where I energize multiple roles (<https://glassfrog.holacracy.org/people/23421>) beyond a single job title.



Paper 39: Peter Zängl

Prof. Dr. Peter Zängl - University of Applied Sciences and Arts Northwestern Switzerland FHNW, School of Social Work, Institute for Consulting, Coaching and Social Management - studied at the University of Bochum in Germany. He received his degrees in Public Administration in 1986 (Dipl. Verw. Wirt), in Social Science (Dipl. Soz. Wiss.) in 1992 and his PhD (Dr. rer soc.) in Sociology in 1999. His subject areas are the Organizational Development and the Management of Nonprofit-Organizations. His research interests include Organizational Change, Decision Making, Creating Shared Value, Civil Society and Governance.



Bibliography of Keynote Speakers

The bibliographies are in the order of appearance as in the programme.

Keynote 1: Isaac Shongwe

Isaac is a founder and Chairman of Letsema Holdings and is focused on building a values based, long term, buy and hold investment company. Isaac was until the end of May 2014 an Executive Director of Barloworld Limited, a leading global industrial company listed on the Johannesburg Stock Exchange; he remains a non-executive Director of the Company. Prior to that he was the CEO of Barloworld Logistics, a subsidiary of Barloworld with global operations. He joined Barloworld in 2005 as a result of a transaction involving the purchase of a 25% stake in Barloworld Logistics Africa (Pty) Ltd.



Isaac began his career at Barlow Rand before joining Monitor Company as a management consultant. Following that he founded Letsema Consulting in 1996 which is now a leading black owned and managed management consulting company in South Africa. Off that platform Isaac created an investment company that has built several successful companies of long standing. Isaac has a demonstrated ability to innovate and grow businesses in challenging economic circumstances. It was as a result of one of these investments that he joined Barloworld ultimately to become their first black executive director. Isaac has worked extensively in several countries in Africa and has an extensive network across the continent.

Isaac is engaged in a number of social activities principally focused on the development of values-based leaders throughout Africa. Isaac is the founder of the African Leadership Initiative, which is part of the Aspen Global Leadership Network and is focused on the development of effective, values-based leaders in Africa. Furthermore he has recently founded the Young African Leadership Initiative to focus on leadership development of fellows between the ages of 25 and 35. His own passion for leadership began early in his career when he was made a 21st Century Trust Fellow and was named as a World Economic Forum Global Leader of Tomorrow in 1996.

He now serves on the board of the Aspen Institute, is a Henry Crown Fellow and is the founder and Chairman of the African Leadership Initiative. He also serves as Chairman of George Soros' Open Society Foundation for South Africa and the Wits Business School Advisory Board. He also serves on the selection committee of the Mandela Rhodes Scholarship. Isaac was educated at Wesleyan University a liberal arts college in Connecticut USA and Oxford University in the UK where he studied as a Rhodes Scholar and obtained an M.Phil

Keynote 2: Mary Uhl-Bien

Mary Uhl-Bien is the BNSF Railway Endowed Professor of Leadership in the Neeley School of Business at Texas Christian University (TCU). She is also a Fellow at the Lancaster Leadership Centre in Lancaster, England and has been a Visiting Scholar in Australia, Sweden, Portugal and Spain. Mary's research focuses on complexity leadership, relational leadership, and followership, and has appeared in such journals as *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, and *The Leadership Quarterly*. Her research has been funded with grants from organizations such as Booz Allen Hamilton, and she has conducted research in partnership with Lockheed Martin, Bank of America, Disney, the U.S. Fish and Wildlife Service, and Stryker.



Her papers on complexity leadership theory and followership theory were recognized with Best Paper awards. She is a founder of the Network of Leadership Scholars (NLS) in the Academy of Management, and served as Representative-at-Large and Division Chair for the Organizational Behavior (OB) Division in the Academy. She is active in executive education nationally and internationally, teaching for the Brookings Institute, the Gallup Organization, and universities in the U.S., Canada, Australia and Europe.

Keynote 3: Willem Fourie

Willem Fourie is Associate Professor in Social Ethics at the University of Pretoria's Faculty of Theology and Associate at the Albert Luthuli Centre for Responsible Leadership. He advises the African Union's NEPAD Agency. Willem is an ethicist trained in the field of theology, and he engages in multidisciplinary research, focusing on the social requirements of sustainable and inclusive development. It covers a range of disciplines, including ethics, theology, development studies and leadership studies.



Keynote 4: Jeff Radebe

Minister Jeff Radebe currently holds the position of Minister in the Presidency for Planning, Monitoring, Evaluation and Administration in the Government of the Republic of South Africa. He is also the Chairperson of the National Planning Commission. Minister Radebe is also a member of the Stewardship Board of the World Economic Forum (WEF) System Initiative on the Future of Education, Gender and Work (EGW). He is also appointed as a South African ambassador for Global Citizen and forms part of a movement of eight million Global Citizens across the world committed to tackling the world's biggest challenges and ending extreme poverty. Amongst others, he heads the Policy Unit of the African National Congress and is a member of both its National Executive Committee as well as its National Working Committee. He is a member of the Central Committee of the South African Communist Party (SACP).



Previously he has been Minister of Public Works (1994 -1999), later Minister of Public Enterprises (1999 – 2004), then Minister of Transport (2004 – 2009) and most recently Minister of Justice and Constitutional Development (2009 – 2014), Acting Minister of Health (2006-2007). He is the longest serving Cabinet Minister, having served as Minister since 1994 under Presidents Nelson Mandela, Thabo Mbeki, Kgalema Motlanthe and currently under the incumbent President Jacob Zuma.

Minister Radebe holds a B.Juris degree from the University of Zululand obtained in 1976; LLM in International Law from Leipzig University obtained in 1981 and studied at the Lenin International School, Moscow in 1985.

Keynote 5: Tito Mboweni

Tito joined Goldman Sachs as an international advisor in 2010 to provide strategic advice on the firm's business in South Africa and Sub-Saharan Africa. Tito was Governor of the South African Reserve Bank (SARB) from 1999 to 2009, having joined SARB in 1998 as an advisor to the Governor. From 1994 to 1998, he was minister of Labour in President Nelson Mandela's cabinet. Tito is chair of the Board of Nampak Ltd, non-executive chairman of SacOil Holdings Ltd and Accelerate Property Fund, member of the Advisory Board of Total Oil Marketing's Strategic Consultative Committee (Africa and Middle East), member of the African National Congress (ANC)'s National Executive Committee, non-executive director of Discovery Ltd and PPC, chair of the African Center for Economic Transformation, and is South Africa's representative to the BRICS New Development Bank's Board of Directors as a non-executive director. Tito served as chair of the Board of AngloGold Ashanti from 2010 to 2014. Prior to his appointment as minister of Labour, he worked with the ANC in a number of capacities, including deputy head of the Department of Economic Policy and head of the ANC Policy Department. Tito obtained a BA in economics and political science (University of Lesotho) and a MA in development economics (University of East Anglia). He holds Honorary Doctorates from Universities of Natal, Johannesburg, Cape Town, Stellenbosch and East Anglia, and is an honorary professor of economics (University of Stellenbosch) and of economics and business sciences (Wits University). He is a fellow of Stellenbosch Institute and Bellagio Rockefeller Center. He previously served as honorary professor at the Universities of South Africa, Pretoria and Limpopo, and as chancellor of North-West University. Tito has received multiple awards, including African Central Bank Governor of the Year in 2009.



Keynote 6: Michael Avery

Michael Avery (Host of Keynote 6) is a financial journalist and broadcaster with a decade's experience covering financial markets. First, with the late veteran financial columnist and publisher David Gleason, and most recently his daily business show, Classic Business, broadcast on Classic FM. Avery edits the country's premier private equity publication, Catalyst and was the driving force behind the country's first ever Water-Energy -Food nexus event, the SA Water, Energy & Food Forum (SAWEF). He has also had forays into mass newspaper publishing with the now defunct Second Business and has a Dionysus like affection for all things grape. Avery holds a B.A. Journalism from the University of Johannesburg.



Special Guests: Keynote 6

Zanele Hlatshwayo, Grand-daughter: Late Chief Albert Luthuli

The grand-daughter of the late Chief Albert Luthuli, currently living in Kwa-Zulu Natal. Zanele is appointed at the Kwa-Zulu Natal Department of Health as Director: Youth, Gender and Transformation. She is also the current Provincial Executive of the Woman's League of the African National Congress. Zanele holds a Bachelor of Arts, Higher Diploma in Education and Postgraduate Diploma in Local Government.



Sinawo Madaza, Student Leader: University of Pretoria

Sinawo Madaza is a vibrant and zealous 21-year-old. She hails from Mthatha in the Eastern Cape. Sinawo is a final year student studying towards a Bachelor in Town and Regional Planning at the University of Pretoria. She has been involved in various student development and leadership roles. She is a mentor, former Town Planning representative and events management of the Built Environment Society at Tuks. She is also the former vice president of Enactus and Tuks Top Junior and Senior Leadership Programme. Sinawo is also a member of the Golden Key Honours Society Chapter at the University of Pretoria. She has been involved in various activities such as transformation engagements at the university on an institutional and residence capacity. She has been an active participant in the young leader's seminar, Unilever class of confidence workshop and the Woman Development Bank Trust conference just to name a few. Her ambitious nature keeps her driven and motivated. She loves reading, keeping fit, enjoys good food and good company and loves engaging in topics that allow her to gain more insight on personal and career development.



Keynote 7: Dumisani Hlophe

Dumisani Hlophe is a renowned Political Analyst and Governance Specialist at the Unisa School of Governance. He is also a Faculty Associate at the Albert Luthuli Centre for Responsible Leadership (ALCRL), Department of Business Management, Faculty of Economic and Management Sciences, University of Pretoria. Hlophe has 8 years of professional experience at the senior level of Public Administration mainly at the Gauteng Provincial Government. Five of these years were as a Deputy Director General (DDG) at the Gauteng Department of Roads and Transport. Prior to this, he served as Provincial Chief Director for Policy Development located in the Office of the Premier. His work included government strategies, undertake research and policy development, monitoring and evaluation, and devising means to enhance provincial state capacity and performance. In this regard, he was instrumental in the establishment of the Gauteng City Region Academy which is tasked with building GPG's managerial capacity to perform at a global competitive level. Hlophe has contributed strategic articles **Public Sector Manager Magazine** on how to improve Public Service. He is currently studying "**The Relationship between Political Leadership and State Performance**" (Unisa PhD studies). Hlophe holds a Master's Degree in Political Studies from the University of Natal (now called University of KwaZulu-Natal), An **Executive Leadership & Management Certificate** from Gibbs, A Certificate in Advanced Research Methodologies for PhD students from Stellenbosch University, completed a two-week extensive course in **Research Methodologies for PhD** students at the University of Stellenbosch in January 2014





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