

**STRATEGIC LEADERSHIP WITHIN THE DUKE OF  
EDINBURGH'S INTERNATIONAL AWARD ASSOCIATION  
BETWEEN 1988 AND 2004.**

**A thesis submitted in part fulfilment of the requirements for the**

**Degree of**

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**by**

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## EXECUTIVE SUMMARY

Providing strategic leadership for global Not-for-Profit organisations poses great challenges to the leadership structures of these voluntary organisations. This study looks at the phenomenon of strategic leadership in the Duke of Edinburgh's (DOE) International Award Association (IAA) as a global Not-for-Profit Organisation (NPO). The main aim of the research was an in-depth examination of the processes involved in leadership at the top level in a global NPO. Eight strategic leaders from the top management team were interviewed. Further information was generated from a study of the Annual Reports spanning the 15 year period (1988/9 – 2003/4), and key strategic documents were used as supporting material. The research was conducted in a phenomenological paradigm, using the case study research method. Care was taken to minimize possible researcher bias and interpretations, as the researcher has been associated with this organisation for the past 18 years. It was found that the Royal Family play extremely valuable and multifaceted roles in the organisation. The triumvirate of The Royals; The Secretary General's; and The Trustees; works well as individual 'great groups' yet when necessary, they form a collective collaborative grouping to effect strategic leadership for the IAA. The two main themes to emerge from the findings were the nature of the DOE as a global NPO and the role of strategic leadership in the DOE Award. The DOE Award has demonstrated that it has many unique strategic leadership features and is using these features to become more business-like in the application of its new strategic vision. The individual 'great groups' offer sound leadership throughout the process of overseeing and running the business of the DOE Award yet, when necessary and appropriate, these great groups appear to work collectively, perhaps in an unstructured manner, as the triumvirate of power. Their collective collaborative leadership is a unique feature of the DOE Award. The highly interactive role of the Royal Family is unique and sets the DOE Award apart from other similar youth organisations globally. The nature of the loose association of National Award Authorities all subscribing to the rules and conditions of association is also a very unique feature of this NPO. The DOE Award is not a movement organisation but is guided by its service ethic. The DOE Award is a service organisation in which the strategic leadership plays a crucial role yet the constitutional power resides with the International Award Association membership. This IAA membership meets every three years at the World Forum Triennium to approve all new policy and procedures.

## **DECLARATION**

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university; and that to the best of my knowledge and belief it does not contain any material previously published or written by another person where due reference is not made in the text.

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Signed: Mr. Craig B. Andrew

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Dated

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- HRH, The Earl of Wessex KCVO
- Dr. Sr. Judith Ellen Dean OHP OBE
- Mr. Michael Glover CVO
- Mr. Chris Lowe
- Mr. Paul Arengo-Jones CVO
- Mr. David Manson
- Mrs. Gilly Shirazi LVO

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## ACRONYMS

DOE	The Duke of Edinburgh – The Prince Philip
DOE Award	Duke of Edinburgh’s Award
EOW	The Earl of Wessex – The Prince Edward
HRH	His Royal Highness
IAA	International Award Association
IC	International Award Council
IGE	International Gold Event
IS	International Award Secretariat
IYF	International Youth Foundation
NAAAs	National Award Authorities
NPOs	Not-for-Profit Organisations
RABs	Regional Advisory Boards
RDs	Regional Directors
SG s	Secretary Generals

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## PROLOGUE

The text of this thesis represents an attempt to simplify complex theoretical constructs to allow for easy application to contemporary strategic leadership situations by Not-for-Profit Organisations (NPOs). The methodology is inductive and centres in on a phenomenological paradigm that is reflective and interpretative. Qualitative data was gathered via a purposive sampling for interviews and key documentation analysis. The narrative used throughout this study is interpretative and thus is anti-positivist. The text is divided into three sections:

### SECTION I:           ORIENTATION

This section orientates the research contextually, conceptually and methodologically.

**Chapter 1:** *Strategic Leadership of NPOs*. This context locates the research in the leadership literature and describes the essential nature of NPOs. This concept introduces the elements of strategic leadership that are essential tools for global NPOs in the 21<sup>st</sup> century. **Chapter 2:** *The research methodology* orientates the research in the qualitative paradigm. It deals with the methodology of the interview and data collection process of this study in an interpretative case study based on ethnographic principles.

### SECTION II:          INSIGHTS

This section interprets the insights gained through the research.

**Chapter 3:** *The DOE Award as a global NPO* introduces the DOE Award as a global programme highlighting the origins of the DOE Award (UK), and its moves to co-ordinate the international development of the Award programme worldwide. **Chapter 4:** *The nature of strategic leadership in the DOE Award* identifies the various roles of the strategic leaders in the DOE Award and places them in context.

### SECTION III:        REFLECTIONS

The section provides a discussion of the reflections of the emergent research data.

**Chapter 5:** *Discussion of Insights* provides a reflective analysis of the insights that emerged from the research and highlights the phenomenon of DOE Award strategic leadership practices. It also highlights other relevant strategic leadership theories and models and attempts to support the emergent insights where necessary.

### **A non-positivist paradigm**

The text is intentionally presented in a non-traditional format in an attempt to stay close to the emergent themes of this interpretive research paradigm. Throughout the text the words of the researcher and the respondents are interpretively framed in the construction of a thick [rich] and personal representation of the phenomenon of leadership at the highest levels of the DOE Award.

The researcher has attempted to distil the research experience and data into an accessible and meaningful text which allows for easy reading and applicability to current leadership situations. It is the stated intent of the researcher to provide a contemporary study on strategic leadership as it pertains to the DOE Award as a global NPO. In this sense it is the researcher's wish that the reader engage with the text in a constructive and meaningful way and try to find resonance and application in their own situations.

## SECTION I: ORIENTATION

### CHAPTER 1

#### STRATEGIC LEADERSHIP OF NPOs

##### 1. Introduction

This chapter discusses the evolution of leadership theory as it has progressed from the past to the present, and how it has evolved as a result of changes in organisational, consumer and employee needs in today's competitive environment.

The focal point of this chapter will be the phenomenon of strategic leadership as it pertains to global Not-for-Profit organisations (NPOs). Hitt, Ireland and Hoskisson (2003: 386) define strategic leadership as "the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary". They contend that the primary responsibility for effective strategic leadership rests at the top, in particular, with the Chief Executive Officer (CEO). Other commonly recognized strategic leaders include members of the board of directors, the top management team and general managers. In NPOs these strategic leaders – made up of the Founder, Trustees, Board members, International Councillors and the Executive management team – will be referred to as the strategic leadership throughout this study. Strategic leadership is an extremely complex, but crucial, form of leadership. According to Hitt, Ireland and Hoskisson (2003: 387) "strategic leadership is a requirement for strategic success and because organisations may be poorly led and over-managed, organisations competing in the 21<sup>st</sup> century competitive landscape are challenged to develop effective strategic leaders".

General leadership will be discussed in terms of the traits theory, behavioural approaches and situational and contingency approaches. The various leadership styles that have been identified by the theory will be discussed. The full range leadership development theory will be reviewed and applied to the appropriateness of a combination of transformational and transactional leadership approaches to the provision of strategic leadership for global NPOs.

The term Not-for-Profit Organisation is used to encompass the wide range of organisations that include Non-Government Organisations (NGOs) and Community-Based Organisations (CBOs).

### **1.1 An introduction to Leadership**

According to Kotter (1999) although the term leadership conjures up different images for each individual, each of these images has a common thread. Each image includes the vision of a human being that has great skill, courage and a pull towards success and innovation. Over the years, our understanding of leadership has changed. Although the basic constructs have remained the same, the understanding of what leadership is, who can exercise it, and the impact of leadership on followers, has changed considerably (Bennis and Nanus, 1985). In an organisational context, the role of the leadership is imperative in enabling strategic planning to take place, thereby helping the organisation to become more streamlined and efficient, by defining the vision of the organisation (Quarendon, 1997).

According to Stephan and Pace (2002) leadership exists to create a collective effort to achieve sustained superior performance. But leaders themselves can't create this effort. Strategic leaders create the conditions that enable people to achieve. Strategic leaders foster a growth climate and a culture that enhances the ability and the willingness of the people within it to achieve.

Leadership is an important critical success factor that determines whether an organization will be able to move from being a mediocre performer, through to a good one to becoming a truly great performer on the global stage (Stephan and Pace, 2002). It also plays a most important role in creating a culture of responsibility at all levels (Hitt, Ireland and Hoskisson, 2003). It produces an empowering environment for all workers at all levels to buy into the process and the ultimate end result. Peters (2003) believes that leadership of an organization sets the value system and it will be these core values that will drive the organization into the future – they are a vital element for achieving success.

Most definitions of leadership describe it as mixture of a process, an interaction and a personality. According to Certo (1994) leadership is a process by which a person exerts influence over subordinates in an attempt to inspire, motivate and direct the actions of these subordinates towards a specific organisational goal. Leadership can also be defined as an interaction between personalities and circumstances, as perceived by the group being led (Kruger, 1990). Kotter (1996) believes that the personality of the leader influences his/her behaviour and ultimate effectiveness. Stephan and Pace (2002) contend that leadership is usually thought of in terms of influencing others through direction, control and authority. The leader is usually thought of as the most influential person in the group. Great leaders are those who take charge and motivate people to follow them. According to Gordon Selfridge, cited in Stephan and Pace (2002: 72 - 75),

*The boss drives his [sic] men; the leader coaches them.*

*The boss depends upon authority, the leader on good will.*

*The boss inspires fear; the leader inspires enthusiasm.*

*The boss says 'I'; the leader 'we'.*

*The boss fixes the blame for the breakdown;*

*the leader fixes the breakdown.*

*The boss says, 'go'; the leader says 'let's go'.*

According to Wall, Solum and Sobol (1992), a good leader must understand the importance of employees in achieving the ultimate goals of the organisation and that motivating these employees is of paramount importance in achieving these goals. Leaders need to be inspirational, charismatic, dynamic, creative, interactive, and empathetic and especially need to be good listeners and decision makers. According to Stephan and Pace (2002), every person has unique gifts, talents, and skills. Each person can think of things in unique ways, and can in fact do something better than others. Strategic leaders have the quintessential task of increasing workers' options, which naturally enhances their capabilities and allows them freedom to achieve more. Moving one's leadership style to the strategic level means that they become quick to acknowledge the talents, experience, and uniqueness that everyone brings to the workplace. Strategic leaders need to work hard to ensure that their workers make fulfilling and significant contributions at their place of work; they must free up their people to allow them to contribute and

take the lead. Mr. Nelson Mandela (cited in Mitchell, 2000: 5) sums up this belief in the following quotation:

*Our deepest fear is not that we are inadequate.  
Our deepest fear is that we are powerful beyond measure.  
It is our light, not our darkness, that most frightens us.  
We ask ourselves,  
'Who am I to be brilliant, gorgeous, talented and fabulous?'  
Actually, who are you not to be?  
Your playing small does not serve the world.  
There's nothing enlightened about shrinking  
so that other people won't feel insecure around you.  
And as we let our own light shine,  
we unconsciously give other people permission to do the same.*

Stephan and Pace (2002) say that leadership can be understood in a multitude of ways, but contend that powerful leadership [strategic leadership] is based on a philosophy of the nobleness of the human spirit and soul, and the persistence and doggedness of people in maximizing their potential. They state that the prime purpose of leadership, therefore, is to maximize the potential of people and assist them in kindling the fire within their souls in order to move the world and give meaning to life. Strategic leaders need to be undaunted in the face of corruption and fierce in achieving a sense of the proper stature in which people should be held. According to Stephan and Pace (2002) strategically minded leaders look within their own hearts, overcome their own ignorance, and face outward to move the world. This passion is a vital element of providing strategic leadership to an NPO.

Jones and George (2000) mention that leaders are effective when the influence they exert over their subordinates works towards achieving the organisation's goals. Yukl (1998) contends that leadership effectiveness is often measured in terms of consequences of the leader's actions, the extent to which an organisation performs its tasks and attains its goals and how well the leader fulfils the needs and desires of the followers. There are many definitions of leadership and most are

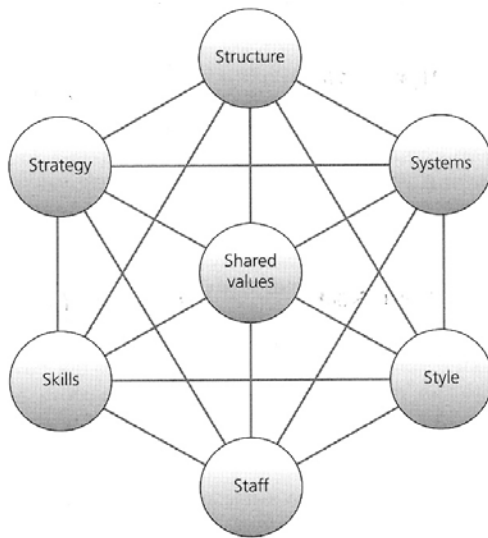
vague and ambiguous. The means of measuring leadership effectiveness are varied as the definitions, but what stands out is the ability of the strategic leadership to dream and to make the followers believe that the dream is their dream too.

## **1.2 Why leadership?**

Many authors (Quarendon, 1997; Senior, 1997; Kotter, 1999) make a distinction between management and leadership, yet agree that leadership forms part of management. Although it is possible for one person to be both a manager and a leader, management and leadership are inherently different in many respects. Zaleznik (1992) believes that one difference is that leaders use power to influence employee actions and this involves a considerable amount of risk. Bennis and Nanus (1985) sum up the difference by stating that managers do the right things whereas leaders do the things right. In the context of this study management and leadership are regarded as separate but intertwined terms. Adair (1988) contends that leadership is a sub-set of management and one cannot succeed without the other.

Senior (1997) makes a distinction between management and leadership, whereby management deals with the formal [hard issues] aspects of the organisation – policies, procedures and production, and leadership deals with the informal [soft issues] aspects of the organisation – the individual and the team. Zaleznik (1992) believes that managers and leaders differ fundamentally in their attitudes towards their goals, their work and their relationships with people and themselves. In discussing McKinsey's 7-S's (Ten Have, Ten Have and Stevens, 2003: 138) framework (Figure 1.1). Watson identifies seven key functions for management and leadership. Watson suggests that all of the 7-S's tend to be prevalent in leaders [Style, Staff, Skills, Shared goals, Strategy, Structure and Systems], while managers are only able to master three of the seven elements [i.e. Strategy, Structure, Systems]. Watson further states that the four "soft S's" are the functions fulfilled by leaders and constitute the "people" side of the organisation, whereas managers fulfil the functions identified by the three "hard S's" that constitute the "tasks and procedures" of the organisation.

Figure 1.1 McKinsey's 7-S's Framework (Ten Have *et al.* 2003: 139)



There are numerous models [Belbin's Team roles, Adair's Action Centred Leadership, Blake and Mouton's Managerial Grid, Maslow's Hierarchy of Needs, Hersey and Blanchard's Situational Leadership model – all described in Harding and Long, 1998: 101 - 131] that deal with the differences between management and leadership, but at the end of the day the success of any organisation is dependant on the leader's ability to optimize human resources. To have an effective organisation one needs to provide for effective and stimulating relations between the people involved in the organisation. Employees are of paramount importance to the success of any organisation. Hickman and Silva (1984) contend that leaders of organisations must realize that it is its people and not its policies that produce profits over the long term and when people are neglected they operate at levels that are well below their capacities, eventually leading to eroded profits. Hall (1996) believes that managers need to value and properly manage employee competence if employee productivity is to be truly nurtured. Human competence is increasingly important in distinguishing average from excellent, and leadership is a crucial element of developing people (Charlton, 1993). The competence process

helps the leader understand the effects that managers have on employees and on their performance and thus one needs to analyze the leadership being practised by each manager and the consequences thereof.

### **1.3 Leadership approaches historically**

In an attempt to establish what it is that distinguishes a leader from his followers, studies of leadership have developed three leadership approaches (Du Pree, 1989). Each theory is an advancement of what came before it and each theory attempts to identify various leadership styles.

#### **1.3.1 The Traits approaches**

The traits theory approach to the study of leadership is based on the assumption that particular social, physical and personal characteristics are inherent in leaders. Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw, and Oosthuizen (2001) state that research has not proven that these personality and character traits, or any other for that matter, consistently separate potential leaders from each other. This traits approach served as a starting point for the study of leadership in the post- World War II years and significantly identified a number of traits that need to be present in leaders if they are to succeed. These traits include emotional intelligence, charisma, dominance and conservatism (Senior, 1997). Goleman (1998) states that most effective leaders are alike in one crucial way: they have a high degree of emotional intelligence coupled with self-regulatory, motivational, empathetic, self-awareness capabilities and exceptional social skills capabilities. NPO work, by its very nature, demands high levels of emotional intelligence from its leaders. Additionally NPOs often deal with highly charged moral and community issues. Stephan and Pace (2002) believe that possessing a strong ethical code in leadership is important. However, the trait approach implies that leaders are born and not made.

#### **1.3.2 The Behavioural approaches**

The behavioural approach to leadership studies suggests that it is the behaviour of the leader, rather than the personal characteristics of the

leader, that affects followers (Shriberg, Lloyd, Shriberg and Williamson, 1997). McGregor's (1960) Theory X and Theory Y assumptions categorize human behaviours and actions and attempt to ascribe them to styles of leadership. Ohio State and Michigan University models (Shriberg *et al.* 1997) categorize leaders as being either considerate leaders or initiating-structure leaders. Leaders were either production centred, or employee centred. Blake and Mouton (1964) produced a managerial grid that converted a uni-dimensional understanding of effective leadership into a two-dimensional model. This managerial grid displays 5 basic styles of leadership: the impoverished (do little as possible) style, the country club style (high concern for people and low concern for production), the produce or perish style (high concern for production and a low concern for people), the middle-of-the-road style (seek a balance between workers' needs and the organisation's productivity goals) and finally, the team style (high levels of concern for people and the production goals).

In the 1980s the new model to evolve was the empowerment model. This style reflects leaders sharing influence and control. Graan (cited in Hellriegel *et al.*, 2001) theorized that all leaders do not behave in the same way towards all followers and developed the leader-member exchange model (LMX). This style infers that a unique one-on-one bond is formed between leader and follower and that this relationship determines the quality of interaction that will exist. As these behavioural models were based on a leader-to-follower hierarchical scenario and were dependant upon what leaders do, it was inevitable as leadership became more integrated with their workforce that the contingency models evolved. Semler (2003) believes that the relationships in, and the mechanics of, organisations should not be separate from our human social life-styles; they should be an extension of them. Semler (2003) further believes that they need to mirror what we as a society feel works in our very homes. According to Semler (2003) it is this ideal that is driving modern leadership theory. It is this 'homely' application to the workplace that leads to genuine empowerment of the workers and the integration of the entire workforce of an organisation to achieve global competitiveness and

success. The expectation is that the workplace is an extended family. According to Semler (2003) people want their jobs to provide a sense of belonging, to feel they're taken care of, to bond with colleagues. He further believes that the image of family is an image of loyalty, mutual support and shared culture.

### **1.3.3 The Situational and Contingency approaches**

These models are based on the notion that the situation brings out the best possible leadership style. Fiedler's (1964) contingency model contends that leaders have to either change the situation to suit their style or hand over the leadership to someone better suited to that situation. Leader-Member relations, task orientation and positional power were the three main situational variables. Hersey and Blanchard's (1988) situational leadership model is based on the flexibility of the leader to adapt to situations. They infer that an employee needs to go through all four leadership quadrants: telling, selling, supporting and then delegating in their time in that organisation. House's (1971) Path-Goal model emphasizes the clearing of barriers to enable the task to be completed and stresses that the provision of motivation and satisfaction for the subordinate as being of supreme importance. He identified four leadership styles and suggests that leaders should select the most appropriate style for any given situation: achievement orientated, directive, participative, and supportive leadership. Vroom and Yetton's (cited in Hellriegel *et al.* 2001) Leader-Participation model suggests that the leader's decisions are determined by the task structure. Decisions can be delegated dependant upon the impact, quality and acceptance levels of such decisions. These latter models are an important step in the development of leadership models for the future. The contingency models recognize the requirements of a situation and the needs of the followers and then suggest that successful leaders either adjust their styles and decisions accordingly or be replaced in those situations where they cannot lead effectively. Flexibility is a key ingredient for successful leadership in these scenarios.

#### 1.3.4 Contemporary approaches to Leadership

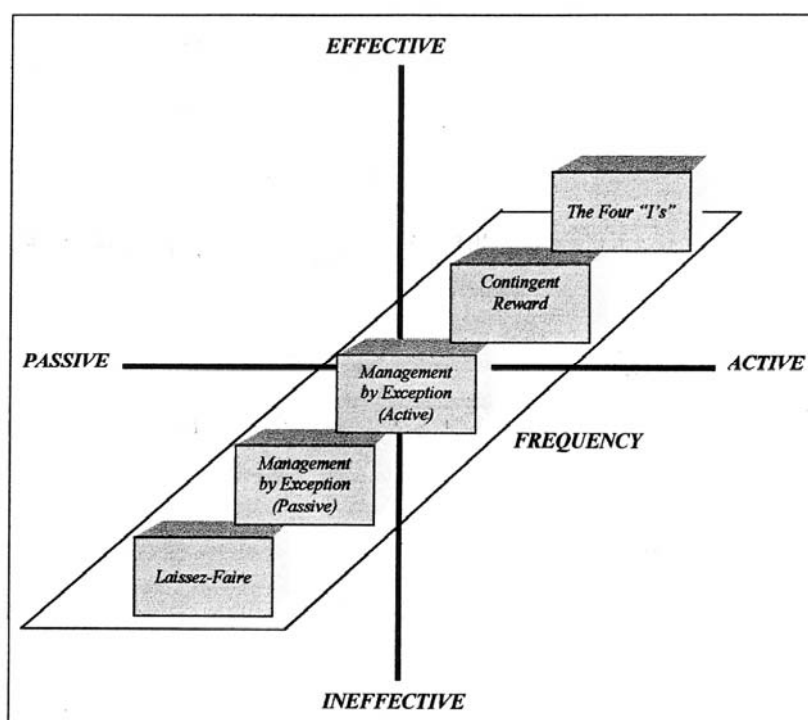
The world is bent on speed. Access to data and the processing of this data has become critical. Ridderstrale and Nordstrom (2002) say that everyone is expected to work harder, faster and smarter. They contend that care for society is paramount and all business is rapidly converting to a modus operandi that is a flat structure where every employee has a role to play in the organisation's business interests. It is important to note that in this new business and organisational context it is transformational, transactional and charismatic leadership that has become the focus for leadership development (Hellriegel *et al.*, 2001).

The Full Range Leadership Development model is one of the contemporary leadership approaches and was developed by Bass and Avolio (1994). It states that the most effective form of leadership is the combination of both transformational and transactional leadership styles. The Full Range Leadership Development Theory has its roots in the traits and behavioural approaches to leadership theory and draws on these approaches in order to articulate leadership in terms of transactional and transformational leadership styles (Bass and Avolio, 1994). Figure 1.2 illustrates the leadership factors identified by the Full Range Development Theory, the extent to which each of these behaviours are active, passive, effective and ineffective and the frequency with which these behaviours are practised within an organisation.

The transformational factors that emerged were identified as charisma/influence [elicits superior performance], inspirational motivation [sets challenging tasks and delegates power], individualized consideration [personal attention] and intellectual stimulation [encourages initiative and problem solving]. The transactional factors that emerged were labelled as contingent reward and management-by-exception. There are two forms of management-by-exception, namely active [the leader monitors and ensures that mistakes are not made] and passive [the leader only intervenes when mistakes are made]. The active method of management-by-exception is

transactional and effective, whereas the passive method is non-transactional and ineffective if it is the dominant process. Laissez faire leadership occurs when a leader abdicates responsibility to others and does not want to take responsibility for mistakes that are made as a result of decision-making. This is a very ineffective style of leadership and occurs when a leader fulfils the minimum requirements of the job in an attempt to remain a member of the organisation (Senior, 1997).

Figure 1.2: Model of the Full Range Leadership Development Theory (Bass and Avolio, 1997: 41)



In this model Bass and Avolio (1997) identified that the transactional leader displays contingent reward, management-by-exception and laissez faire behaviours whereas the transformational leader displays the so-called 4I's behaviours, namely; individualized consideration, intellectual stimulation, inspirational motivation and idealized influence.

According to Bass and Avolio (1994: 3) “transformational leaders do more with colleagues and followers than set up single exchanges or agreements. They behave in ways to achieve superior results”. Transformational leadership enhances the exchange process that occurs in the practice of transactional leadership. Bass and Avolio (1994) argue that the most effective form of leadership is the combination of both transformational and transactional leadership styles.

As previously discussed, managers are concerned with the policies and procedures of an organisation, whereas leaders are concerned for the people and interpersonal relationships within the organisation (Bennis and Nanus, 1985). According to Hall (1998) it is the process of leadership – the induction and exercise of influence in order to connect people and performance in pursuit of an overall organisational goal – that leaders have in common. Bass (1985) argues that transactional leadership represents the managerial aspect of the person in charge, and transformational leadership represents the leadership qualities of the person in charge. Carrell *et al.* (1997) indicate that a third element must not be forgotten in this mix – the element of situational sensitivity. According to Hart and McMillan (1996) the style of leadership required in any organisation depends on what the organisation wants to accomplish. They contend that the best style of leadership for organisations is therefore a weighted combination of transactional and transformational leadership behaviours placed in the context of the situation facing the strategic leadership structures at a particular point-in-time.

Bass (1994) believes that transformational leaders teach their subordinates how to become transformational leaders in their own right. If each employee has a particular skill or area of expertise and the leader allows each employee to use those skills productively, the organisation will develop a positive working environment that is conducive to productivity. Bass (1985) believes that transactional leaders identify and clarify the roles and tasks required of subordinates in order to reach desired outcomes and

this gives employees sufficient confidence to achieve the desired level of productivity and outcomes.

#### **1.4 Strategic leadership**

Hitt, Ireland and Hoskisson (2003: 386) define strategic leadership as “the ability to anticipate, envision, maintain flexibility and empower others to create strategic change as necessary”. Ireland and Hitt (1999) believe that strategic leadership may prove to be one of the most critical issues facing organisations. They further contend that without effective strategic leadership, the probability that an organisation can achieve superior or even satisfactory performance when confronting the challenges of the global economy will be greatly reduced. Kets de Vries (1996) talks about the effective leader displaying two roles: a charismatic and an architectural one. Envisioning, empowering and energizing are characteristics of the charismatic role while the architectural role is that of organisational designer, the putting into place appropriate structures and systems.

Strategic leadership may also occur as a collective process. This may occur either in a completely structured and complimentary role or in an emergent unstructured supporting role. Strategic leaders may inadvertently collaborate to attain positive outcomes that may not be available using conventional leadership processes. This collective process may also be built into an organisation’s leadership structures to ensure collaboration on major issues affecting the business. The strategic leaders in organisations may not be aware of the nature of collective and collaborative leadership processes but they will instinctively utilize this process to attain desired outcomes. Ireland and Hitt (1999) believe that insightful top managers recognize that it is impossible for them to have all of the answers, are willing to learn along with others, and understand that the uncertainty created by the global economy affects people at the top as well as those lower down in the organisation. It was Nelson Mandela who earlier in this chapter inferred that when allowed to flourish as involved leaders, people spark greatness in each other. According to Ireland and Hitt (1999) strategic leaders go about forming great groups of top managers who accept their responsibilities for the organisation’s outcomes, seek to learn from multiple parties and embrace information and knowledge acquisition. Further they go on to say that because of the complexity of the new competitive landscape,

both in its structure and dynamism, the collective intellect generated by a top management team [a great group] is necessary for effective strategic leadership to occur in an organisation. An effective strategic leader “finds glory in the whole team reaching the summit together” (Ireland and Hitt, 1999: 47).

To be an effective strategic leader, leadership needs to be executed through interactions that are based on a sharing of insights, knowledge and responsibilities for achieved outcomes (Ireland and Hitt, 1999). These interactions occur between the great groups (the strategic leaders) and the stakeholders in an organisation and need to satisfy six key effective leadership practices, namely: determining the organisation’s purpose and vision, exploiting and maintaining core competencies, developing human capital, sustaining an effective organisational culture, emphasizing ethical practices, and establishing balanced organisational controls (Hitt, Ireland and Hoskisson, 2003).

According to Ireland and Hitt (1999: 46) members of these great groups have several characteristics. They have accepted their responsibility for the organisation’s outcomes; they seek to learn from multiple parties; they seek to interpret external information and use it internally for improving competitiveness; they track and maintain individual’s knowledge stocks and finally they understand the impact of strategic leadership in that it “results in a constantly changing configuration of responsibilities.”

The task of determining the direction of the organisation rests firmly with the strategic leaders. This responsibility usually lands on the shoulders of the CEO. Once the top management team and the CEO have set the general organisational purpose or vision, all other people including the other strategic leaders will be empowered to design and execute strategies and courses of action to accomplish that purpose.

Core competencies are the resources and capabilities that give an organisation a competitive advantage over its rivals. Only when uniform agreement exists within the organisational community about which resources and capabilities are indeed core competencies can appropriate actions be designed to exploit them in the

marketplace. The sharing of knowledge or intellectual capital that is unique to a particular organisation will influence significantly the choices strategic leaders make when seeking to use core competencies in novel, yet competitive ways. Ireland and Hitt (1999: 49) contend that “with rare exceptions, in the 21<sup>st</sup> century, an organisation’s productivity will lie more in its collective intellect – that is, in its collective capacity to gain and use knowledge – rather than in its hard assets such as land, plant and equipment”. The most effective strategic leadership practices will be the ones through which strategic leaders find ways for knowledge to breed still more knowledge. Knowledge cannot however be emphasized and exploited effectively in the global marketplace without appropriate human capital.

Human capital is the knowledge and skills of an organisation’s entire workforce. Strategic leaders view the workforce as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. Significant educational and skills upgrading investments in the workforce are required of strategic leaders. Individuals in the workforce appreciate the opportunity to learn continuously and feel greater involvement with the general workforce when encouraged to expand their knowledge base. Ireland and Hitt (1999) believe that greater workforce diversity is another issue that will confront strategic leaders in the 21<sup>st</sup> century. Workforces will comprise individuals from multiple countries and cultures that may have unique and idiosyncratic value structures. Strategic leaders will need to work hard at forming a community of workers rather than individuals working for an organisation. Empowerment of the workforce is vital.

Organisational culture refers to a complex set of ideologies, symbols and core values shared throughout the organisation. Culture provides the context within which strategies are formulated and implemented. Organisational culture is concerned with decisions, actions, communication patterns and communication networks. Ireland and Hitt (1999: 51) say that “effective cultures are ones in which the workforce understands that competitive advantage does not last forever and that organisations must move forwards continuously”. When the workforce is comfortable with the reality of constant change and the need for a never-ending stream of innovations and practices then global competitiveness is enhanced.

Effective strategic leaders will use honesty, trust and integrity as the foundations for their decisions. According to Ireland and Hitt (1999) a strategic leader's commitment to pursuits in which legal, ethical and social concerns have been taken into account is thought to be both morally right and economically efficient.

Organisational controls are the formal, information-based procedures that strategic leaders and managers use to frame, maintain and alter patterns of organisational behaviour. These controls by their very nature can be restrictive and can limit employee behaviours. Balancing the strategic and financial controls is vital for strategic leadership to take place. These various strategic leadership tasks cannot be accomplished without the use of the strategic intelligence quotient. Strategic intelligence quotient is the ability of people in an organisation, individually and collectively, to make sensible choices. According to Goleman, Boyatzis and McKee (2002) having high levels of strategic intelligence quotient in an organisation is a critical success indicator. Hitt, Ireland and Hoskisson (2003) propose that strategic leadership groupings need to have the following characteristics: the acceptance of responsibility for the organisation's outcomes; an openness to learn from any and every quarter; the ability to gather and analyze information in the external environment and convert it into competitive knowledge; keeping record of each individual's knowledge stock; and the ability of the chief executive officer to build and maintain a top management team.

For many leaders and managers great ambition equals great risk. According to Hamel and Prahalad (1993: 39), the job of strategic leaders is, therefore, "not so much to stake out the future as it is to help accelerate the acquisition of market and industry knowledge. Risk recedes as knowledge grows and as knowledge grows so does the organisation's capacity to advance."

According to Goleman, Boyatzis and McKee (2002) if one is to be an effective leader in a successful organisation, one must ensure that all participants are aligned with a common vision, with shared objectives and goals to which people can be dedicated. Alignment means everyone's work forms part of the pursuit of a larger purpose embodied in the products or services of the organisation. This

alignment leads to empowerment, which means that everyone has been convinced that they make a difference to the success of the organisation. Empowered individuals feel that what they do has meaning and significance; that they have discretion as well as obligations; that they live in a culture of respect where they are encouraged to act on their own. Empowered organisations generate and sustain trust as well as communicate constantly. If an organisation's values and beliefs are not well grounded and clearly spelt out for all in the organisation to subscribe to, it will be difficult for the workforce to progress to becoming a successful team with interdependent relationships. According to Boal and Hooijberg (2001) clarity of vision and mission, continuous evaluation of human potential, organisational assessment and revision, driven by effective strategic leadership, all underpinned by appropriate core values and purpose, will lead to sustained excellence and global authority.

According to Edwards and Hulme (1998) NPO leaders need to focus their minds on the things that matter through a simple, persuasive vision. Likewise an NPO's culture and values need to be magnetic – they need to attract the right people. Ridderstrale and Nordstrom (2004) contend that any organization, [such as an NPO] that has a diverse tribe of true believers in pursuit of a clearly communicated vision, needs to work out the right rewards and incentives to continuously promote innovation. Socialization is an important aspect of tribal cohesion. Ridderstrale and Nordstrom (2004) believe that socializing increases tacit knowledge that this in turn works as talent handcuffs. This not only transforms human capital, but also increases the likelihood that people will stay with the organisation for longer periods of time. Hitt, Ireland and Hoskinsson (2003) believe, with unshakeable confidence, that expressions of vision and mission are essential characteristics of strategic leadership.

According to Collins and Porras, (1996), organisations that enjoy enduring success have core values and a core purpose that remain fixed while their business strategies and practices endlessly adapt to a changing world. According to Boal and Hooijberg, (2001) strategic leadership is about leadership *of* an organisation rather than *in* an organisation and is synonymous with the concept of leadership. Further, Boal and Hooijberg, (2001) suggest that the crux of strategic leadership

lies in three elements. Firstly, the leader needs to create and maintain absorptive capacity – the ability of the organisation and its members to keep on learning. Secondly, the leader creates and maintains adaptive capacity, or strategic flexibility. Thirdly, the leader requires managerial wisdom – a combination of discernment and Kairos time. Strategic leadership takes place at the personal, group and organisational level. Waldman and Yammarino (1999) relate elements of charismatic leadership as displaying close and/or distant effects on their organisations. The Waldman and Yammarino (1999) model of close and distant CEO charismatic leadership is an attempt to gain an understanding of charismatic leadership effects across hierarchical echelons and levels of analysis. The effects of the environmental context and close and distant leadership have been examined to try to understand the relationships that may exist in complex global organisations. This model may well be of relevance to the work of NPOs, and the relationships that exist within their strategic leadership structures, on a global scale.

### **1.5 The uniqueness of leadership of NPOs**

According to Edwards and Hulme (1998), without effective performance assessment and strong, multiple accountability mechanisms, no NPO is likely to be able to find its way through the increasingly complex maze constituted by the world of development assistance, nor find and maintain the right balance between the opportunities and dangers presently afforded to NPOs as the ‘favoured child’ by the donor community.

According to Edwards and Hulme (1998), since there are few absolute performance measures in NPO evaluation and no single bottom line, negotiation among stakeholders is the essence of accountability. Most NPOs have multiple accountabilities, which make the job of leadership in the NPO sector even more difficult. Additionally, NPOs are problematic organisations. Edwards and Hulme, (1998) believe that by their very nature NPOs must live and work in situations of necessary ambiguity. NPOs can be accountable to trustees in one country but be working with communities in others, committed to fundamental reforms but funded by donors and supporters who demand short-term results; and/or NPOs may be working across a range of approaches embracing service delivery,

institutional development and advocacy, each of which may require different funding mechanisms, organisational structures, skills and time-scales.

Hilhorst, (2003) believes that providing leadership in the NPO sector is challenging and visionary leaders often do well in this sector. Edwards and Hulme, (1997) believe that as an organisation matures the nature of the leadership task changes and it is no longer possible to rely on the vision of a single individual. “As the number and seniority of the staff grows, it is desirable that the management style changes to a more consensual or committee oriented approach” (Edwards and Hulme, 1997: 134). Thus the nature of effective leadership changes from the single minded visionary to promoting consensus and being an effective spokesperson for that consensus to the Trustees and the external world. Often charismatic, capable, innovative and socially adept NPO leaders create a huge impression on all they interact with. Additionally their ability to bridge different life worlds by mastering a large range of development discourses and the ability to create social relations and communities is vital (Hilhorst, 2003). These are essential characteristics of strategic leadership. Generally NPOs, by the very nature of their work, attract strategic leaders to their fold who continuously enact strategic leadership practices in the workplace in order to remain relevant and accountable to their client and customer bases.

These new trends in the marketplace appear to have pulled NPOs into the mainstream of general business practices and, in many cases, according to Edwards and Hulme (1998), NPOs have to be more careful and accountable than most public companies with their leadership decisions. Edwards and Hulme (1998: 9) “interpret accountability as the means by which individuals and organisations report to a recognized authority, or authorities, and are held responsible for their actions. NPOs have multiple accountabilities – downwards to their partners, beneficiaries, staff and supporters; and upwards to their trustees, donors and host governments.” Tandon, (cited in Edwards and Hulme, 1998) states that legally most NPOs, as non-member organisations, are accountable to their trustees, who often exercise only a very light hand in governance. According to Edwards and Hulme (1998), multiple accountability presents NPOs with problems, particularly the possibilities of having to ‘over-account’ because of multiple demands or being

able to 'under-account', as each overseeing authority assumes that another authority is taking a close look at actions and results. Uphoff, (cited in Edwards and Hulme, 1998) believes that NPOs cannot be formally accountable to their beneficiaries, however much they want to be. Edwards and Hulme (1998) believe that weak or distorted accountability and an inability to demonstrate impact and effectiveness in a reasonably rigorous manner are likely to leave NPOs more vulnerable to co-option into the agenda of others, or simply to lead them into areas where they are not doing very much that is useful.

According to Hitt, Ireland and Hoskisson (2003), strategic leaders need to invest heavily in their organisation's knowledge resources and human capital if they are to be successful over any length of time. Edwards and Hulme (1998) acknowledge that NPO's resources are generally spread thinly across the ground yet with wise use of these resources, both human and financial, [strategic] leaders are able to produce world-class organisations and results. Grulke (2001) believes that leaders can be powerful and effective but without humility and intelligent strategic thought they are more likely to fail. According to HRH, The Duke of Edinburgh (1967: 26) "power determines our standard of living but intellect decides our standard of life".

#### **1.6 Studies on strategic leadership of NPOs.**

According to Hilhorst, (2003) NPO personalities and leaders are considered very important for their organisation. Hailey (cited in Hilhorst, 2003: 172) states that on the basis of limited research and largely anecdotal references, it seems that the typical image of NPO leaders have undergone some changes but that throughout these changes, their importance has never been questioned. NPO leaders were uncritically admired as visionary and inspirational leaders who provide alternative notions of development. This led to an image of leaders as 'charismatic autocrats' or as leaders with the 'guru syndrome' (Hilhorst, 2003: 172). In the 1980s research deconstructed this notion and replaced it with one of leadership that was "value-driven, knowledge-based, and responsive" (Hilhorst, 2003: 172). According to Hilhorst, (2003) leadership in the past was perceived as the capacity to influence group activity. In the 1980s the conception of leadership changed towards the capacity to manage meaning. The leader was defined as someone who could

define organisational reality through the articulation of a vision. Hilhorst, (2003) states that it was these new leadership approaches that directed attention to the importance of meaning and thus to the social construction of organisations. However, Hilhorst, (2003) goes on to say that presently leadership is more a function of the decentred nature of organisations. Research shows that since the 1990s organisations are not as closely tied to the central role of a leader, and NPO leaders tend not to rely heavily on the management of the values within the organisation but rather on presenting a believable and coherent organisation to stakeholders and observers (Hilhorst, 2003: 176). Hilhorst (2003: 190) further believes that “successful leadership is contingent upon the capacity of NPO actors to enrol others in accepting their presentations of worthwhile values, of target groups in need, of their own role as disinterested parties and the services of their organisation as indispensable.” Hilhorst, (2003: 191) is referring to an important element of NPO leadership – the ability of the leadership to act as “brokers of meaning”. A broker does not just respond to a need and fill a gap, but negotiates relationships by convincing the other parties of the meaning of organisations, events and processes. These elements are to be found in strategic leadership theory discussed earlier. Strategic leaders embrace knowledge, are willing to learn from others, share insights, encourage innovation and creative problem-solving and take responsibility for their actions. Strategic leaders lead by example and are visionaries. Strategic leadership is about acting as the broker between the strategic leadership groupings and all the stakeholders.

In studying NPOs to determine effectiveness, productivity and performance [especially among the leader group] Kanter (cited in Edwards and Hulme, 1998: 148) concludes that “(1) the measurement of effectiveness must be related to a particular context and life stage of the organisation; (2) rather than seeking universal measures, the need is to identify appropriate questions reflecting multiple criteria; (3) the concept of assessment of organisational goals should be replaced with the notion of organisational uses – in other words, to recognize the fact that different constituents use organisations for different purposes.” The assessment and measurement of performance and effectiveness of NPOs is closely linked to the criteria necessary for successful strategic leadership.

Gann, (1996) maintains that the key characteristic of anyone in an NPO leadership role, whether a relatively isolated manager or a member of a team, is their ability to identify the qualities that they themselves bring to the organisation. Gann (1996) further states that there needs to be at least an equal emphasis on process – the consistent practices followed in order to help employees to share in the ownership of the organisation. This means that a structure of consultation is essential, the key characteristics of which will be power, not just influence, servicing, identifying needs, accessibility and information (Gann, 1996: 66). French and Raven (cited in Schultz and Schultz, 1986: 263) identify five kinds of power in terms of their derivation. Formal organisations will use reward power, coercive power and legitimate power in the main while referent power and expert power are derived from the leaders themselves. These last two forms of power may be thought of as respect rather than power as they are normally merited or earned by the unique qualifications and characteristics of an individual leader as perceived by his or her followers. Gann (1996) says that it is important to note that the power of the NPO leader does not diminish if it is shared. If the NPO leader seeks genuine participation then decision making, without fear of reprisals, needs to occur at all levels in the organisation. Strategic leaders need to encourage innovation and creativity in the workplace if they are to be successful.

According to Gann (1996) NPO work is one of the greatest endeavours to which people commit themselves and voluntary organisations are not essentially different in their functions to any other managed structures with a purpose. Success in NPO work is not merely a simple function of the relationship between costs and benefits. Gann (1996) believes that the NPO sector has a far greater perceived pressure to produce demonstrable results, which can be measured against explicit targets adopted by the funding agencies. Gann (1996) states that with these direct and indirect pressures the effect has been to formalize the voluntary sector by requiring it to perform more like, and be measured directly against, the private and public sectors. The NPO sector has become subject to the trends of the business world and NPO leaders have to be mindful of these trends. Toffler (cited in Gann, 1996) believes that the single distinctive feature of NPOs is that they are value-driven, and that it may be this that allows them the ability to survive periods of rapid change. Gann (1996) believes that the NPO sector's ability to collect and

disseminate information in a way that is free of political or commercial considerations is unique. Global information networks offer vast opportunities to NPOs in demonstrating the applicability of experience elsewhere. NPO leaders need to use this global network to best effect in their practice. According to Gann (1996) NPOs the world over are changing in an attempt to improve the quality of their service, in order to cope with the changes in their funding and to manage the new expectations of provision.

Strategic leadership is needed now more than ever before. Kotter (1996) believes that a strategy of embracing the past is dead – better for most of us to start learning how to cope with change and to help our organisations in the transformation process. He believes that it is better for NPO leaders, despite the risks, to leap into the future and take their workforce with them. According to Maxwell (1993) continued success is a result of continued improvement. Strategic leadership is about knowledge acquisition and developing human capital. Strategic leadership is about reading the markets and driving innovations through the market rather than reacting to market changes.

### **1.7 Research problem**

As this research intends to take an in-depth look at the processes involved in leadership at the top level of a global NPO, it is necessary that a full exploration of the phenomenon of strategic leadership in the Duke of Edinburgh's International Award Association, since its inception in 1988, be undertaken. The discussion on the literature relating to leadership and strategic leadership in particular, has highlighted many themes that need further investigation, such as historical trends in leadership leading up to the current leadership theory, contemporary theories of strategic leadership, succession planning, the uniqueness of leadership of an NPO and the challenges faced by leaders of NPOs.

This research will attempt to understand the role of the Duke of Edinburgh's (DOE) International Award Association's (IAA) strategic leadership in attaining a global presence as a youth orientated NPO. The context of this leadership phenomenon relates to NPO organisations and the collective nature of the Strategic leadership triumvirate in the IAA.

This research explores the role of the DOE International Award Association as a global NPO organisation, with the complexities of an IAA as a loose association of National Award Authorities (NAAs), the role that these NAAs play in shaping the strategic leadership role of the global body, the role of the British Royal Family in the strategic leadership of the IAA, the role of succession planning in strategic leadership of the IAA, the importance of the fact that the IAA is fast growing and the impact that this has, and will have, on strategic leadership issues in the future.

- **A global NPO**

The DOE International Award Foundation is a global not-for-profit organisation. The challenges faced by NPOs that operate in the global sphere are numerous. Hough, Neuland and Bothma (2004) state that there are many reasons for the internationalisation of an organisation's business, for example: the expansion of sales, resource acquisition, diversification, - minimization of competitive risk, saturated markets, depreciating currencies, - achievement of lower costs, the gaining of access to natural resources and the political stability of countries which are business partners. Many of these issues may not be relevant to an NPO that wishes to internationalize but a thorough risk analysis will need to be performed before any organisation moves into foreign countries. Little attention has been given to the factors that lead to successful performance of NPOs (Drucker, 1990). NPOs are different from a traditional business setting in a number of ways. An NPO's resources are based on a budget rather than on income from profits. NPOs are dependent upon a number of constituents, whereas traditional business can practise market segmentation. NPOs cannot afford to alienate constituents. NPOs exist to "do good" (Guy and Hitchcock, 2000: 36) – "their mission is seen as a moral absolute rather than an economic prerogative subject to a cost/benefit calculus" (Drucker, 1990: 83).

- **A loose association**

The IAA is a loose association of NAA programmes with their own leadership style, executive structures, national constitutions and high-level Royal or presidential patrons at the national level. Leadership is more than skills and situational know-how and is, instead and more fundamentally, a

moral contract between leaders and followers to bring out the best in each other “for the good of the whole” (April, 1999: 232). Whilst many of the staff of the IAA Secretariat are not purely voluntary, in that they receive remuneration, the NAAs they serve are by and large “essentially groupings run by volunteers rather than paid staff, and who provide the opportunity for mutual participation and benefit with the express purpose being the realisation of commonly defined interests” (Harris, 1998: 607 – 608). The Head of State, or reigning Royal, is approached to be the Patron of the National programme and they act as the constitutional head of the programme in their country. All NAAs act independently of the DOE International Foundation but are bound by the general tenants of the articles of association.

- **Royal family patronage**

The DOE Award structures enjoy senior British Royal family patronage. The Founder, HRH, The Duke of Edinburgh, is generally regarded as an impressive international character. According to Dartington (1996) a founder has a moral authority that is almost unchallengeable. Additionally “there is a need to understand more the ways in which trustees sit uneasily in that ill-defined area where they have neither the luxury of being patrons nor the satisfaction of actually managing the organisation” (Dartington, 1996: 14).

- **Organisationally complex**

The DOE International Award is organisationally complex. In understanding the work of NPOs, Drucker (1990) proposes the essential nature of goals and objectives. He believes that by setting objectives, leaders can control their work and remove pressure imposed by a hierarchy (Guy and Hitchcock, 2000: 40). Etzioni (1975) would liken the DOE International Award Association to a normative organisation that uses a mixture of pure normative and social power to attain its goals. Clark and Wilson (1961) would rather relate the DOE International Award Association to being a mixture of solidary and purposive incentive systems and motives. Solidary incentives arise “from the act of associating and include rewards such as socialising, congeniality, a sense of group membership and identification, the status resulting from membership, fun

and conviviality, the maintenance of social distinctions, and so on” (Clark and Wilson, 1961: 134 – 135). While solidary incentives are disconnected from the aims of the organisation, purposive incentives are derived primarily from the “stated ends of the association, rather than from the simple act of associating” (Clark and Wilson, 1961: 135 – 136). The purpose of associating therefore goes beyond relationships and entails attempting to change the status quo through organisational endeavours. Drucker (1990) specifies that objectives must be derived from what the business is, what it will be, and what it should be; must be operational and capable of conversion into specific targets and assignments; and must focus on the fundamentals so that the key resources of people, money, and physical facilities can be concentrated. Protected from the full rigours of the market, voluntary organisations have no indicator of net profit or stock market price to measure their performance (Kendall and Knapp, 2000).

- **Succession planning**

The DOE has as a strategic leadership core-value, a smooth, well-managed succession planning process. The plans for succession relate to the Founder HRH, The Duke of Edinburgh and HRH, the Earl of Wessex at the one level and to the Secretary General’s position on the other. As the recent literature on corporate governance and succession planning indicates, succession may be an important vehicle through which trustee boards attempt to adjust the fit between organisations and their environments (Friedman and Saul, 1991). Active involvement of a trustee board in a CEO succession process gives organisational members confidence that the person chosen to inhabit the apical office is one best suited for the demands of the job (Friedman and Saul, 1991). Senior executive turnover influences top management team composition and may have a significant impact on strategic decision-making and performance.

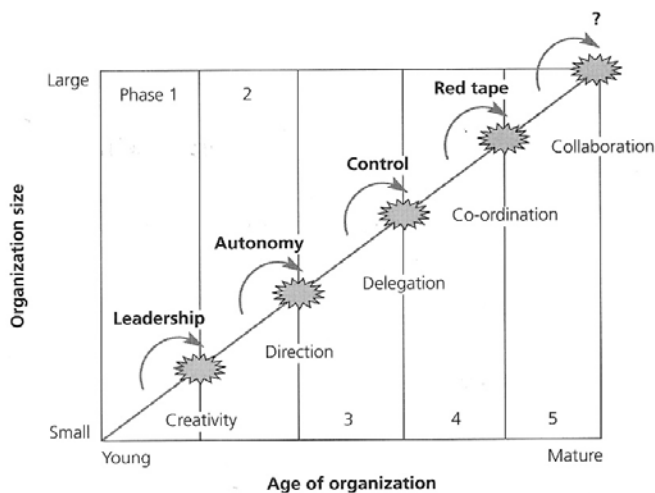
According to Maxwell (1998) no leader, no matter how good he/she is, can do it all alone. Most organisations have a group of good leaders to ensure that any leadership transition and organisational change that may occur will have as little negative effect on the organisation as is possible. Goizueta (cited in Maxwell, 1998: 218) says that “leadership is one of the

things you cannot delegate – you either exercise it or abdicate it.” Maxwell (1998) believes that there is a third choice in that organisations plan for succession – the strategic leader passes it onto his or her successor. According to Maxwell (1998) leaders who practise the law of legacy are rare. Maxwell (1998) also contends that one’s ability as a leader will not be judged by what one has achieved personally or even by what their team accomplished during one’s tenure. The leader will also not be judged by what he or she is leaving to go to (for example, a promotion) but by how well the organisation and its employees do after his or her departure. Maxwell (1998) believes that a legacy is created only when leaders put their organisation into a position to do great things without them. This is essential strategic leadership at work. The lack of succession planning denotes poor characteristics of strategic leadership in that organisation.

- **Rapid growth**

The IAA is a fast growing global youth programme. The IAA membership at inception, in 1988, was 12 full member NAAs and an Independent Operator (IO) presence in 18 countries. By 2003 the IAA had grown to 60 full member NAAs and an IO presence in a further 58 countries worldwide. Greiner’s Growth Model (Greiner, 1972) provides an appropriate model (Figure 1.3) to explain the developmental phases and concomitant point of crisis that NPOs may go through as they grow. According to Greiner (1972) organisations go through phases of growth [evolution and revolution] as well as periods of stagnation, or even decline in times of crisis. The influence of time on past decisions is a major factor causing phases of evolution and revolution as organisations grow. According to Greiner (1972, cited in Ten Have, Ten Have and Stevens 2003: 60) “creative activities are essential for an organisation to get off the ground. But as the organisation grows, those very activities become the problem.” Many of the major problems of growing organisations are in fact rooted in solutions to old problems. As organisations grow older so attitudes and behaviours become more rigid, networks generally grow, and interact so that hierarchy increases and then co-ordination becomes more complex.

Figure 1.3: Greiner's Growth Model (Ten Have *et al.* 2003: 94)



Greiner (1972) states that his model is only an outline of the broad challenges facing management concerned with growth. It is not a panacea. Greiner (1972, cited in Ten Have *et al.*, 2003: 65) says that “the rate of growth, the effective resolution of revolutions and the performance of the company within phases still depend on the fundamentals of good management: skilful leadership, a winning strategy, the heightened motivation of employees and a deep concern for the customers”.

### 1.8 Summary and Conclusion

The aim of this chapter was to draw attention to, and focus on, the broad areas that are contextually relevant to the phenomenon of strategic leadership in a global NPO. According to Quarendon (1997) leaders, in an organisational context, can put into effect plans and changes that are instrumental in achieving the organisation's overall vision and mission. The role of strategic leadership is imperative in building an overall organisational vision that can be the aim of both the leader and the followers. Management and leadership work hand-in-hand towards the success of the organisation each focusing on different aspects of the organisation. Strategic leadership focuses on the human side of the organisation

and nurtures interpersonal relationships in an attempt to improve employee morale and performance (Mintzberg, 1973).

In the research methodology chapter that follows, the researcher will attempt to provide an overview of the strategy that was used to conduct the research and collect the data in order to address the research questions outlined in the research problem. Chapter 3 and Chapter 4 provide results and insights on the two main themes to emerge from the strategic leadership interviews, namely the phenomenon of the DOE Award as a global NPO and the nature of the strategic leadership in the DOE Award. Chapter 5 discusses these two main themes and links the findings to the related literature to further illuminate the phenomenon of strategic leadership in a global NPO.

## SECTION 1: ORIENTATION

### CHAPTER 2

#### RESEARCH METHODOLOGY

#### 2 Introduction

The preceding chapter reviewed the literature pertaining to the phenomenon of strategic leadership in the Not-for-Profit Organisation (NPO) sector. This chapter provides an overview of the nature of this research and the strategy that was used to conduct the research, collect and generate the data. The collection and analysis of this data was performed in order to develop insights into the phenomenon of strategic leadership in a global NPO.

##### 2.1 Goals of the research

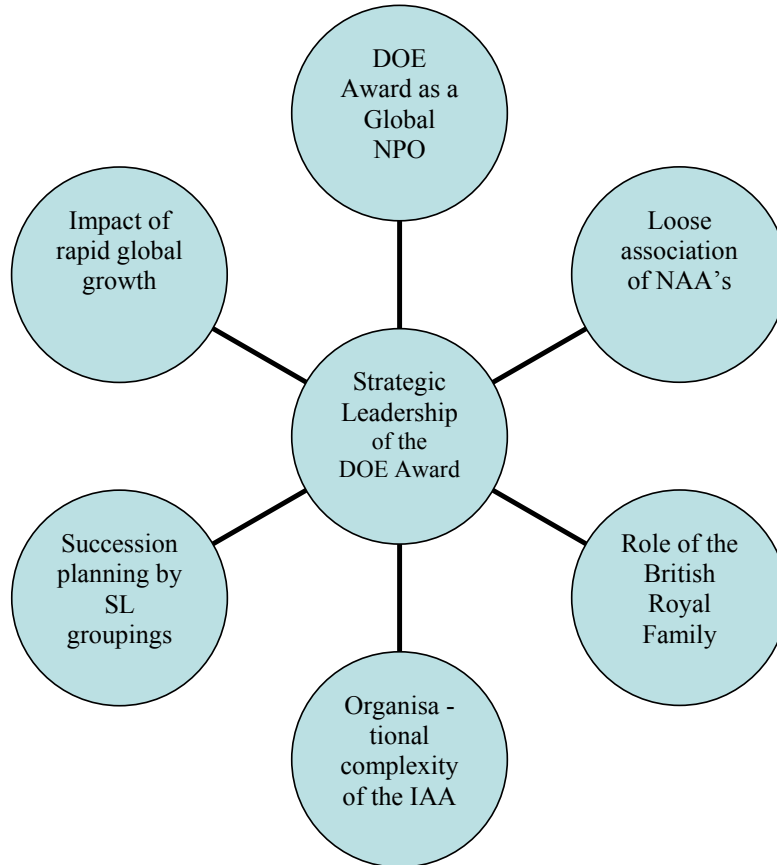
This research involves an in-depth look at the processes involved in leadership at the top level in a global NPO. The goal of the research is to understand the phenomenon of strategic leadership in the Duke of Edinburgh (DOE) International Award over the past 16 years, since its inception in 1988.

The aim is to explore this phenomenon within the framework of six organisational characteristics that place emphasis on the leadership responses they elicit. This research looks at the strategic leadership responses to the following six organisational characteristics (Figure 2.1):

- the role of strategic leadership in the DOE Award as a global NPO;
- the role strategic leadership plays in maintaining this unique loose association of National Award Authority (NAA) programmes that make up the International Award Association (IAA);
- the impact on the strategic leadership with the involvement of the British Royal Family in this NPO;
- the challenges faced by the strategic leadership due to the organisational complexities of the IAA as a global NPO;
- the role played by the strategic leadership in determining the strategic nature of succession planning;

- the impact on the strategic leadership roles as a consequence of the fact that this NPO is growing rapidly.

Figure 2.1: Organisational characteristics of the DOE Award as a global NPO



The data generated from the eight interviewed strategic leaders and supported by documentation from the archives was used to challenge, support and/or crystallize some or all of these organisational characteristics.

These six organisational characteristics were developed by the researcher with insider personal knowledge of the DOE Award as an organisation. The

researcher is presently employed by the DOE Award Foundation and is a member of the International Secretariat (IS) executive. In this sense the researcher is an integral part of the strategic leadership structures of the DOE Award and as such may bring a bias to the interpretation of the various insights that emerge from the data. The researcher is mindful of this potential for bias and will attempt to remain detached from the comments of the respondents. However, the researcher may inadvertently provide insights into the workings of the strategic leadership groupings that were not derived from the interviews, due to his 18 years association with the DOE Award at various levels within the IAA.

## **2.2 Qualitative research and the research paradigm**

The research design is of a qualitative nature, focusing on the collection of data from a purposive sample (Denzin and Lincoln, 1994) of eight key leaders from the highest level in the DOE Award Foundation Trust structure. Pertinent documentation from the archives of the IAA where annual reports and decisions of Trust meetings representing the views of the strategic leaders are on record.

The study was conducted within a phenomenological paradigm with the aim of “developing insights into how the participants interpret and make meaning of the world” (Cantrell, 1993: 96). The researcher constructed an ‘emic’ [insiders] (Winegardner, 2004: 2) view of the phenomena of leadership together with the input of the respondents.

The research may be described as a case study. According to Winegardner (2004) the case study method is used to richly describe phenomena via multi-method data collection techniques, such as collecting verbal data, subjecting this data [in this study] to reflective analysis and making sense of historical documentation around decisions and leadership issues over the 15 year period.

According to Denzin and Lincoln (1994) qualitative multi-method data collection involves an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural surroundings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to

them. Merriam, (cited in Winegardner, 2004) characterizes qualitative research as an umbrella concept covering several forms of enquiry that help to explain the meaning of social phenomena with as little disruption of the natural setting as possible, and in which the focus of the study is on interpretation and meaning.

Patton (cited in Winegardner, 2004: 11) states that “multiple sources of information are sought and used because no single source of information can be trusted to provide a comprehensive perspective ... by a combination of observations, interviewing, and document analysis, the researcher is able to use different data sources to validate and cross-check findings.”

### **2.3 The case study method**

The case study is a method of conducting qualitative research. Yin (cited in Winegardner, 2004: 7) defines a case study methodology in terms of the research process as “...an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident.” According to Winegardner (2004) the case study method is typically multi-method, usually involving interviews, observation and analyzing documents. The researcher chose to use interviewing and document analysis as the direct methodological tools for this particular case study research. It is noted that the researcher’s observations may unwittingly surface as an indirect method of data interpretation from time to time throughout the study. The researcher has already stated possible bias due to a close association with this organisation spanning 18 years.

Gall, Borg and Gall (1966, cited in Winegardner, 2004) identify three methods for case study data analysis. Interpretational analysis is a process for close examination of case study data in order to find constructs, themes and patterns. Structural analysis is used in conversational analysis to investigate patterns in verbal and narrative data. Reflective analysis describes data based upon the researcher’s intuition and judgment rather than as a result of categorizing it. Of the three methods proposed by Gall, Borg and Gall (1966), reflective analysis is the main method of data analysis used in this study. According to Gall, Borg and Gall (1966, cited in Winegardner, 2004: 10) reflective analysis is ideal for “thick”

[rich] description, in which the researcher attempts to depict and conceptualize a phenomenon by recreating it contextually accompanied by meaning and intentions inherent in the actual situation.

## **2.4 Data generation methods**

Interviews and document analysis were the two direct methods of data generation used by the researcher. Various written documents that relate to the role of the strategic leaders and their leadership statements over the 15 years were consulted. The researcher sought information to support the accuracy of the statements and actions made by the strategic leaders in their individual interviews. Reflective analysis was used to analyze this written data/text. This form of analysis describes data based on the researcher's intuition and judgment rather than as a result of categorizing it (Winegardner, 2004).

### **2.4.1 Interviews**

A pilot interview was conducted between the researcher and his supervisor, Mr. Noel Pearse. Style and interview protocols were discussed and Mr. Pearse asked a number of trial questions of the researcher to indicate how the flow of an interview could be maintained. The researcher was the interviewer for this study.

The interviews were semi-structured. The aim of these interviews was "to find out what the basic issues are, how people conceptualize the topic, what terminology people use and what their level of understanding is" (Judd, Smith and Kidder, 1991: 260 – 261). The main technique was non-directive as this allowed the respondent to talk about the topic with a minimum of direct questioning or guidance (Selltiz, Johoda, Deutsch and Cook, 1965: 321). The researcher encouraged each respondent to talk fully and freely about the topic with minimal interruptions.

A set of themed questions (Table 2.1) was supplied to the respondents two weeks in advance of the interview and they were asked to peruse the questions to familiarize themselves with the material. The researcher attempted to solicit a response concerning each of the six organisational

characteristics from each participant but was led by the respondent throughout the process. The researcher tried to keep the interview on track so that appropriate information could be generated. The researcher allowed the respondents to ‘meander around’ the general topic of strategic leadership but kept an eye on the time and guided the discussion along the basic organisational characteristics as outlined in Table 2.1. As this was a qualitative, reflective process, the researcher allowed the participants to go at their own pace through the interview process and so inform the study along similar lines to the themed questions. The researcher was mindful of time constraints and gently pushed the process forward via formal and non-formal acknowledgments and positive body language to statements made by the respondents.

The research was transactional and subjective and the findings were “literally created” (Denzin and Lincoln, 1994: 111) as the interviews unfolded. The interview data was transcribed verbatim and analyzed using qualitative case study methodologies that were exploratory and reflective in nature (Winegardner, 2004). The research seeks to find out what is happening, to seek new insights and to ask questions and to assess the phenomenon in a new light. The narrative is meant to be able to stand on its own in providing meaning to the phenomenon of strategic leadership. The interview data was “mediated primarily through the human instrument as distinct from an invented questionnaire or computer analysis and as such is characterized by responsiveness to context and sensitivity to non-verbals and by the ability to consider total context, adapt techniques to circumstances, process data immediately, clarify and summarise as the study evolves and explore anomalous responses” (Denzin and Lincoln, 1994: 111).

It was requested that all material be recorded on a tape recorder as this greatly assisted the researcher in concentrating on the flow of the interview rather than on the frenetic recording of information during the interview process. The interview was set up to last a maximum of 60 minutes and a minimum of 30 minutes. All comments were transcribed verbatim and

were made available within 60 days of the interview. They were sent to the respondent for checking and censoring before being used as the research data. Assurances were given that any sensitive comments and/or materials would be withdrawn if requested by the respondent. All interviewees received their transcripts and all responded with minor alterations to the text of their individual interviews.

Table 2.1: Organisational characteristics interview table

<p><b>The DOE International Foundation is a global NPO</b></p> <ol style="list-style-type: none"> <li>1. In what way is the IAA different from traditional business settings?...and how does this affect the way in which you lead the IAA?</li> <li>2. What was the motivation of the DOE Award in becoming International?...and how was the decision made?</li> <li>3. How big was it anticipated to grow? ....over what period? ...and how was this growth going to be achieved?</li> <li>4. What do you think drives this expansion? ...and what challenges arose due to this expansion?...and how are they dealt with at the HL leadership level?</li> <li>5. What makes the IAA so attractive in the face of declining popularity of the other major youth movements... and what roles do the HL leaders play in creating this success, if any?</li> </ol>	<p><b>The IAA is a loose association of NAA's</b></p> <ol style="list-style-type: none"> <li>1. What role does HL leadership play in the individual NAA activities?</li> <li>2. What led to the IAA being an association rather than an organisation/movement? ...and what challenges does this pose to leading the association? How are the challenges dealt with?</li> <li>3. What role do you play in directing the development of the Award worldwide?</li> <li>4. What influence does the Foundation have over the direction of individual NAAs?</li> <li>5. Is the level of influence that can be exercised that which was intended and is it optimal?</li> </ol>
<p><b>The DOE Award structures enjoy senior Royal patronage</b></p> <ol style="list-style-type: none"> <li>1. How does the Royal link make the Award special?</li> <li>2. What role does the NAA patron play in making the local Award special?</li> <li>3. How would the Award be different without Royal patronage?</li> </ol>	<p><b>The IAA has a well-managed succession planning process in place</b></p> <ol style="list-style-type: none"> <li>1. How has the world changed for young people since 1988? How has this affected the IAA? How has the leadership of the IAA responded to these changes?</li> <li>2. How does the Foundation know what young people are thinking?</li> </ol>
<p><b>The IAA is organisationally complex</b></p> <ol style="list-style-type: none"> <li>1. What binds the association of NAAs together?</li> <li>2. Is the Award successful? If so, what are the characteristics of this success? And then what makes this Award association so successful?</li> <li>3. What draws people (staff, NAAs, supporters, participants) to the IAA? How are they rewarded? What keeps NAA's within the fold of the IAA?</li> <li>4. What role has the core mission and vision played since the inception of the IAA in 1988?</li> <li>5. What indicators has the IAA used to measure its success?</li> <li>6. What are the challenges facing the Award organisationally in the future?</li> </ol>	<p><b>The IAA is a fast growing global NPO</b></p> <ol style="list-style-type: none"> <li>1. What implication does this have for the leadership of the IAA?</li> <li>2. What accounts for the purported success of the IAA over the past 15 years?</li> <li>3. What difference do you feel that you make at the NAA level?</li> <li>4. What is your major contribution to the Award?</li> <li>5. What have you enjoyed most about your role in the Award as a HL leader?</li> </ol>

Once the research data had been transcribed and analysed as insights they were forwarded to the respondents for approval of the content and correct contextualization of their inputs. This was done to ensure that the researcher has not subconsciously placed any personal bias on the findings. This process of sending the source interview data and subsequent analysed results chapters to the interviewees was designed to make the research as transparent as possible and to allow the interviewees the opportunity to review the data and ensure that they were happy to be quoted as appropriate. The researcher offered complete anonymity for comments, if so requested.

Additional input could have been made by each respondent to clarify any confusion or misrepresentation of data when the transcribed interviews were sent back to each individual respondent. There was a request that the respondent allow the researcher an additional electronic e-mail opportunity to re-visit some of the statements/concepts made in the interview should the need arise in the context of information received from the other respondents that may require further clarification and/or elaboration on the original statements.

#### **2.4.2 Document analysis**

Full access to the historical and forward planning documents of the International Award Foundation was granted and the researcher experienced no difficulties in copying the relevant information. The researcher chose to use the authenticating of the annual reports as they have all been signed by the Chairman of the Trustees and are thus regarded as a true reflection and summary of the year's activities. Careful selection was necessary in obtaining this supporting data to prevent data overload. The strategic leadership reports, statements and policy decisions by the triumvirate of Royals, Trustees (particularly the Chairmen's reports) and Secretary Generals, were of particular interest to the researcher. Likewise the documentation relating to the triennial world forums were important in keeping abreast of the significant changes, and more importantly

supporting the statements of the respondents, that took place over the past 15 years. The documents were a valuable supplement to the interviews and gave added value and depth to the statements and findings of the strategic leaders interviewed.

The researcher made use of written texts such as annual reports; unpublished policy documents; a published book covering the history of the Award since its inception in 1956; statistical information from CDs in the archives; summary notes written by HRH, The Duke of Edinburgh in response to the interview questions; the Cap Gemini Ernst and Young [a commercial company based in the UK that performed a full professional programme review of the IAA and strategic leadership structures as a donation] documents and programme review findings of their research into the DOE Award; the DOE Award 2012 forward strategic plans; and finally the researcher took copies of relevant notes and decisions made by the Founder, HRH The Duke of Edinburgh over the 48 years. These précis notes were taken from the private papers of HRH, The Duke of Edinburgh's library prior to the interview with him at Buckingham Palace and were used in the formulation of the insights from the raw data.

## **2.5 Participants**

The researcher had a population of 10 Trustees, the Founder/Patron, the IC Chairman plus nine key executive IS staff to choose from for the interviews. The researcher chose the Founder and Patron (HRH, The Duke of Edinburgh), the IC Chairman (HRH, The Earl of Wessex) and five key trustees with major experience in key portfolios (Finance – Chris Lowe; Operational – Michael Glover; Fundraising – Alex van Heeren; Investment – Ron Arculli; and Governance – Sr. Judith Ellen Dean) at the Trust level and then three senior executive staff members (outgoing SG – Paul Arengo-Jones, incoming SG - David Manson and long time serving Deputy SG - Gilly Shirazi) as the purposive sample. The female/male split was two females to eight males in the final sample. No new strategic leaders were chosen for the interview process as the mechanics of strategic leadership in the DOE Award can be very difficult to grasp as a new comer. It would have been unfair to have expected full and complete answers to the organisational

characteristics questions posed to the more experienced strategic leaders from these new Trustees.

The respondents averaged 16 years of DOE Award strategic leadership experience each. The original intention was to interview 10 strategic leaders but, unfortunately, Mr. van Heeren and Mr. Arculli were not available for an interview as they were not able to meet with the researcher in London or in South Africa during the designated interview schedule times in April, May or June 2004. Thus the researcher ended up with a purposive sampling of eight selected strategic leaders from the DOE Award leadership structures. The organisational characteristics interview table (Table 2.1) was e-mailed to both of them and they were requested to answer a number of pertinent questions from each of the six categories and to send it back to me within a three month time-frame. Neither responded and consequently their leadership views and experience of the Award will not form part of this research.

### **2.5.1 The strategic leaders of the DOE Award who were interviewed**

The participants (Appendix C) were interviewed in the following order:

1. Mr. Michael Glover, a Trustee who has recently retired (in Barbados - October 2003) as per the rules having served his full term of 12 years on the Trust. He is a very involved Trustee in operations and NAA management issues.
2. Sr. Judith Ellen Dean is the only woman on the DOE International Award Trust and her voice and status is entrenched and widely respected. She has been associated with the work of the Award at all levels of the leadership and delivery chain from NAA Director (in Swaziland) through to the top executive management levels on the DOE International Foundation. Her term of office as a Trustee will expire in 2006 as she would have served her full term of 12 years as a Trustee.
3. The incoming Secretary General, Mr. David Manson, appointed in February 2004, will face operational and financial challenges. His leadership paradigms, strategic outlook and leadership skills for the future will be vital in mapping the potential role of the organisation's strategic leadership into the future.

4. The Founder, HRH, The Duke of Edinburgh, has been the driving force behind this Award for the past 48 years. He is an International personality with credibility and standing. He is intentionally decreasing his executive involvement in the Award at International level in favour of his fellow Trustees, Mr. Ron Arculli and HRH, The Earl of Wessex.
5. The Chairman of the International Council, HRH, The Earl of Wessex, plays a very active role in executive and operational matters and has been involved from “Participant-to-President” level for the past 15 years. He is entrenching his position as the successor on the Trust to The Duke of Edinburgh and is very active at all executive levels.
6. The outgoing Secretary General, Mr. Paul Arengo-Jones, who has held the top administrative post for the past 11 years, retired in February 2004. His principle role has been in consolidating the International Award over the past 11 years.
7. The Deputy Secretary General, Mrs. Gilly Shirazi, has been in the post for the past 25 years and holds important institutional knowledge.
8. An International Trustee, Mr. Chris Lowe, who has been involved for the past six years and is particularly involved with the financial and legal aspects of the Foundation. A very involved Trustee in operations and NAA management issues.

## **2.6 Credibility, confirmability and reliability of the research**

Like other data gathering methods, in-depth and phenomenological interviews in particular can stand alone as a source of data. A great deal of information emerged from the eight respondents. The researcher had no difficulty encouraging the participants in this process to talk about the Award and their role in the provision of strategic leadership within the organisation. As the researcher was well known to the participants it was not difficult to organize and conduct the interviews or to obtain consent to tape the interviews. The respondents were predominantly Anglo-Saxon males and the ‘power distance’ (Hofstede, 1980) was low. Power distance manifests itself in the hierarchy of an organisation and can become an inhibiting factor if the power distance is high between strategic leaders and their employees. If the IAA hierarchy was at work between the participants and the researcher, who is an employee of the IAA, it did not appear to have a negative influence. The

researcher was not concerned or sidetracked over the status of the individuals to be interviewed and they did not use their status or position in the organisation to intimidate or manipulate the researcher or the research findings.

However, when one interviews Their Royal Highnesses (TRHs) in Buckingham Palace it is daunting in its context. They made sure that the researcher was comfortable and secure and thus eased any possible perceived stress out of the situation. The researcher was known to and knew everyone who was to be interviewed, which made a difference to the style, format and proceedings of the interview process. The atmosphere was relaxed and conducive to friendly discussions on the topic at hand. Two participants voiced some concerns about the interview material as they felt that they were experts in one or two fields but not in others that the interview may touch on. The researcher indicated that they should state when questioned that they are unfamiliar with that particular part of the operation and then move onto more familiar ground. Only one respondent felt it necessary in the interview process to refrain from answering a specific operational question due to his perceived lack of knowledge on the topic. This did not cause any discomfort to either party involved. The respondents were all English language speakers, except Mr. Michael Glover, who speaks English and French equally well. All interviews were conducted in English and no major problems were encountered.

HRH, The Duke of Edinburgh had prepared a four page written answer to the initial organisational characteristics sent earlier to his Private Secretary and made his private papers pertaining to the early days of the Award available for the researcher's perusal on the morning of the interview. The researcher was allowed to make copies of materials and documents that were deemed to be relevant before departing for the interview with HRH. This enabled the interview that afternoon to be more precise and also allowed for an invaluable insight into the early thinking and developments of the Award internationally.

As all respondents were given the chance to review the interview transcripts, with a view to modifying, adding or deleting text as appropriate, this made for a less stress induced interview process for both the researcher and the respondents. The

researcher was free to concentrate on the interview and the organisational characteristics and track the answers from the participants and so steer the interview to its appropriate conclusion making sure that all organisational characteristics were touched on in the time allotted for the process. The fact that the participants were given the opportunity to corroborate the information and amend, as appropriate, before the researcher used the data was significant in the process of assuring credibility, reliability and confirmability of the data (Trochim, 2003).

All the interviewees, including Their Royal Highnesses, responded in writing or via e-mail to the written draft results chapters and some responded to the raw data transcripts as well. This 100% response further enhances the validity, reliability and credibility of the research data. This methodology of corroboration and self-inspection of the written text proved to be an excellent mechanism that ensured complete transparency and buy-in from the participants. To further enhance the confirmability, reliability and credibility of the data collected from the respondents, the researcher used the following three validity enhancers to corroborate the information:

### **2.6.1 Triangulation**

Triangulation or the use of multiple methods is a plan of action that will raise researchers above the personal biases that stem from single methodologies. According to Denzin and Lincoln (1994: 109) “by combining methods and investigators in the same study, observers can partially overcome the deficiencies that flow from one investigator or method.” The researcher undertook a number of techniques to ensure reliability and integrity of the data collected. The researcher cross-referenced the responses from each respondent to the themed organisational characteristics interview questions. The researcher checked factual information against documented minutes of Trustee and IC meetings using what Strauss and Corbin, (cited in Boyatzis, 1998) describe as open coding. Additionally the researcher checked synchronized developments against historical papers and data from the archives to ensure accuracy of reporting.

### **2.6.2 Credibility and confirmability of data**

Participants can be used to validate the data and interpretation and expose bias. According to Denzin and Lincoln (1994) interpretation of the data must be a result of the enquiry focus and not the researcher's bias. Asking participants to double check their interview data before the researcher used the data was an important validity and reliability enhancer. This is backed up by Trochim (2003: 1), who believes that "the credibility criteria involve establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research". Confirmability refers to the degree to which the results could be confirmed or corroborated by others – in this case the respondents themselves.

### **2.6.3 Extensive field notes and dependability of data**

Thick [rich] description of the research context and data in sufficient detail, precise and in context to allow for transferability and confirmability was undertaken. Ensuring that critical reflections on the two main emergent themes from supporting documentation are sourced and recorded to corroborate any interview data is an important validity enhancer. The documented hard data lends credibility to interview data because it is non-reactive and sourced away from the researcher's possible bias (Denzin and Lincoln, 1994). This data is a valuable supplement to interviews as it may include private papers and observations, as was the case with HRH, The Duke of Edinburgh making his private papers and records available to the researcher.

### **2.6.4 Cap Gemini Ernst and Young Review**

The data produced by the Cap Gemini Ernst and Young programme review (The International Award Association, 2003: unpublished) in London, on the DOE IAA in 2002, was very relevant to ensuring validity, confirmability, credibility and transferability of the findings and provided some of the triangulation methodology necessary to corroborate many of the themes and concepts that arose out of the interview data.

## **2.7 Ethical considerations**

Certain ethical issues arise in the kind of research used in this study because of the interaction between the researcher and the respondents. Miles and Huberman (cited in Welman and Kruger, 2001) list the ethical issues that a researcher needs to take into account before, during and after conducting research and when analyzing data. Participants should have full knowledge of what is involved so their consent to participate in the interviews is given on an informed basis. Any risk that the respondents may be exposed to as a result of the processing of data and data dissemination needs to be highlighted beforehand. The researcher needs to be truthful, honest and trustworthy in collecting, collating and in presenting the data. Any intrusion into matters that may be deemed private and confidential must be avoided.

Further it was stated that all the findings of this research would be used in the MBA thesis and that it would most likely be published on the Rhodes University internet and intranet sites for use by the academic world. The respondents were given the chance to indicate whether they felt that this thesis should either be made available only over the intranet (Rhodes University in-house site) or that it be withheld from publication for a set time period of two years for appropriate reasons. This offer to withhold publication was a courtesy afforded all respondents but was mindful of the measures that are deemed necessary nowadays to protect the Royal Family and the high-level international businessmen if this became necessary. No one took up this option and the thesis will be available for general public consumption, as appropriate.

There may be some researcher bias due to the familiarity that exists between the participants and the researcher. However, care was taken to allow the respondents to express their own views on the questions posed but due to time constraints the researcher did provide possible affirmative and/or negative verbal and non-verbal cues to encourage and support the responses from the participant.

## **2.8 Research limitations**

A possible limitation of this research is the interpretation placed on the data by the researcher which could be challenged from a different perspective or within the context of a different historical perspective (Anderson and Poole, 2001). According to Boyatzis, (1998: 31 - 35) in the development of a 'theory-driven code' for data analysis, interpretation and presentation the researcher may have "unintentionally hastened the process of confusion, obfuscation and distortion by using labels that, instead of sticking close to the raw information and its own language, form and style", reflected what the researcher wanted the themes to be. Due to these difficulties this theory-driven approach often results in lower inter-rater reliability (lower consistency of judgments) and lower validity. Theory-driven codes are relatively more sensitive to projection on the part of the researcher and to the impact of his cultural bias. The sample size was purposefully small with only 10 out of a possible 15 strategic leaders identified for the interview process. Eventually the researcher was only able to interview eight out of the 10 targeted strategic leaders but significantly both Their Royal Highnesses (TRHs) and both SGs and the Deputy SG were among the eight interviewees. Unfortunately the current Chairman of the Foundation Trust and the current Honorary Chairman of the World Fellowship were the two people who were not interviewed and both were unable to even complete an electronic questionnaire for the study. Consequently the research findings may have been less thick [rich]. While potential for bias is recognised it is also acknowledged that the orientation of the research (interpretive) recognizes the inevitability of researcher subjectivity, acknowledging the experience and values of the researcher as integral to the research process.

## **2.9 Conclusion**

The topic of this research was focused and the researcher was able to select a manageable population size and limit the time frames that were available for the interview process. Additionally the researcher was able to collect data from the archives of the DOE Award head office in London and peruse the private papers of HRH, The Duke of Edinburgh over the same time frame.

According to Boyatzis (1998: 31) “a good thematic code is one that captures the qualitative richness of the phenomenon”. It should be usable in the analysis, interpretation and presentation of the research. The data collected from the eight interviewed strategic leaders of the global NPO (DOE Award) were interpreted using a “theory-driven code” (Boyatzis, 1998: 33). According to Boyatzis (1998: 33) “theory-driven code development is probably the most frequently used approach in social science research”. The researcher began the interpretation of the data by developing a framework for analysis based on a personal understanding of what generally occurs from a leadership perspective in NPO situations. The researcher then formulated the evidence from the raw emergent data to support this understanding in terms of the six organisational characteristics. The researcher identified the six organisational characteristics of NPOs as they relate to the DOE Award organisation from personal experience in the organisation and from general information of challenges facing other global NPOs. The researcher then went about understanding the data by cross-referencing to these original six organisational characteristics. Thus the theory driven code was essentially the six organisational characteristics that the researcher had identified and the data gathered from the questions posed in each section was analyzed in a methodical manner. This proved to be too restrictive and two main new themes were generated in the process, namely the Duke of Edinburgh’s Award as a global not-for-profit organisation and the nature of strategic leadership in the Duke of Edinburgh’s Award. The new wording of the organisational characteristics emerged from the researcher’s construction of the meaning and style of communication of elements in the data. According to Wolcott, special care must be taken to “stay as close to the data as possible” (cited in Boyatzis, 1998: 35). This code therefore has numerous examples of NPO and DOE Award jargon scattered throughout the text. The re-coding of the organisational characteristics by the researcher into two main themes has been as a result of what Strauss and Corbin term ‘open coding’ or the naming and categorization of phenomena by “close examination of the data” (cited in Boyatzis, 1998: 35). This close examination was reflective and informal and not interpretative, analytical and/or theoretically formalized.

The next chapter will deal with the first of the two main themes to emerge from the strategic leadership interviews, namely the phenomenon of the DOE Award as a global NPO.

## SECTION II: INSIGHTS

### CHAPTER 3

#### **The Duke of Edinburgh's Award as a global Not-for-Profit Organisation**

#### **3 Introduction**

The next two chapters will describe the two major themes of the research findings, namely the nature of the Duke of Edinburgh's (DOE) Award as a global Not-for-Profit Organisation (NPO) and secondly the collective nature of the strategic leadership phenomenon versus the individual nature of the strategic leadership triumvirate in the DOE Award. This chapter will describe the nature of the DOE Award as a global NPO. The levels of missionary zeal and of adult volunteerism experienced by the DOE Award have been two of the key denominators underpinning the growth and development of the Award internationally over the past 16 years. The next chapter will deal with the very essence of leadership within the DOE Award and highlight the unique way in which the DOE Foundation Trust and the various layers of strategic leaders have been able to interact with each other within these structures.

The information used to describe the nature of the DOE Award as an organisation and its various developments over the past 16 years has been taken from archived documentation and reports by the strategic leaders in the Annual Reports spanning the years 1988 – 2003.

#### **3.1 The DOE Award and its development**

##### **3.1.1 The nature of the DOE Award as an NPO**

The DOE International Award Foundation is a non-profit charity registered in the United Kingdom (UK). The Foundation offers, through a UK based International Award Association (IAA) secretariat, an Award programme of activities – Skills, Service, Physical Activities and Adventurous Projects/Expeditions – at three basic levels – Bronze, Silver and Gold – to all young people between the ages of 14 and 25 worldwide. It is a balanced, non-competitive programme of voluntary, leisure-time activities which encourages: personal discovery and growth; self-reliance; perseverance; responsibility; and service to the community. The IAA serves the needs of National Award Authorities (NAAs) and Independent

Operators (IOs) from around the world. An IO is different from an NAA in that it is not a national programme but rather a localized centre/school programme and thus has far fewer responsibilities to outreach to all role players in the youth market in the country. An IO is concerned with its own environment and caters for a much smaller number of young people. An IO also does not have any constitutional rights at the World Forums and is regarded as a non-voting member of the IAA. The World Forums are the triennial meetings of the IAA. The member NAAs form an Award Association that subscribe to the constitution of the IAA which includes the international declaration and basic operational and fundamental principles. The IAA's mandate is to *provide* the Award programme, *promote* the Award programme and *preserve* the Award experience and reputation [including the brand] throughout the world (The International Award Association, 1996).

### **3.1.2 Origins of the DOE Award (UK) in 1956**

The DOE Award (UK) was founded in 1956 by HRH, The Duke of Edinburgh and Mr. Kurt Hahn with Mr. John (*later* Lord) Hunt as the first Director (Peyton-Jones, 1991). The Award was taken up immediately by the Scouts, the Guides, the Armed Forces and the like in the UK and in some cases spread quite naturally to their subsidiary movements overseas, particularly in the commonwealth countries (Peyton-Jones, 1991). Within a three year period commonwealth countries like Hong Kong, Malta, Zimbabwe, Australia, Kenya and Canada had become interested in the Award and the Award became International (Peyton-Jones, 1991). These foreign overseas operators needed support and the DOE Award UK was not able to offer this support with its present staff complement. This necessitated the development of an overseas office as a department of the UK Award structure fully supported by the UK Award. This continued for a number of years, growing steadily until in 1988 it was decided to formally constitute the DOE International Award Foundation Trust with its own set of Trustees, its own appointed staff at the International Secretariat (IS) and with an overarching IAA with authority over the NAAs worldwide (The DOE International Award Association Handbook, 2004 ).

### **3.1.3 Introduction to the IAA**

In May 1988, representatives of the DOE Award Programme worldwide met in Brisbane, Australia, and founded the Duke of Edinburgh's IAA (Appendix A), to act as a means for discussion and communication between NAAs, and to uphold the principles and standards of the Award Programme (Peyton-Jones, 1991). These principles and standards were set out in the International Declaration, the Fundamental Principles, the Operational Principles and the Code of Practice (The DOE International Award Association Handbook, 2004), to which all Operating Authorities, whether at local or national level, independent operator, provisional or full membership level, subscribe. All NAAs, of which there are now 60, are co-equal members of the Association (Peyton-Jones, 1991). The Association is supported by The Duke of Edinburgh's Award International Foundation, which was registered as a charity in the United Kingdom in 1986 (Peyton-Jones, 1991). The Foundation is managed by the International Trustees and serviced by the International Secretariat (IS) based in London (The DOE International Award Association Handbook, 2004). The Secretary General is appointed by the Trustees and over the past 16 years a succession of four Secretary Generals were appointed, namely:

Commander Loftus Peyton-Jones CVO (1974 – 1983)

Commander David Newing LVO (1983 – 1992)

Mr. Paul Arengo-Jones CVO (1992 – 2004)

Mr. David Manson (2004 - )

### **3.1.4 The International Declaration**

All NAAs are required to subscribe and adhere to the International Declaration of the IAA. The International Declaration states, "The Award concept is one of individual challenge. It presents to young people a balanced, non-competitive programme of voluntary activities which encourages personal discovery and growth, self-reliance, perseverance, responsibility to themselves and service to their communities" (The DOE International Award Association Handbook, 2004: 2).

### **3.1.5 The Fundamental and Operational Principles**

The criterion for gaining an Award is individual improvement through persistence and achievement, taking into account the participant's initial capabilities and without any element of competition between participants. Participation is entirely voluntary and the individual participant has a completely free choice of the locally available options within the four mandatory Sections – Service, Adventurous Journey, Skills and Physical Recreation. There is no discrimination against participation on grounds of sex, race, religion or political affiliation. Participants must be between the ages of 14 and 25. Thus the basic structure of the Award programme consists of four mandatory sections – Service, Adventurous Journey, Skills and Physical Recreation – and a further mandatory two-week residential project section attached to the service section at the Gold level only. There are three levels of Award – Bronze (for those over 14), Silver (for those over 15) and Gold (for those over 16). The minimum period of participation for direct entrants to qualify for an Award is 6 months for Bronze, 12 months for Silver and 18 months for a Gold Award.

### **3.1.6 The Code of Practice**

The IAA code of practice ensures that NAAs:

- Maintain comparable standards of operating practice as advised by the International Secretariat.
- Manage the Award programme fairly and impartially in all respects.
- Ensure that the Award programme is freely available to all young people of the appropriate ages, without regard to gender, race, religion, political affiliation or any other personal circumstances. (The DOE International Award Association Handbook, 2004).

### **3.1.7 Aims and key principles of the Award**

The IAA aims to provide an enjoyable, challenging and rewarding programme of personal development for young people which is of the highest quality and the widest reach. It is essential that everyone involved in the Award, as a participant or leader, shares a common understanding of

the key principles (The DOE International Award Association Handbook, 2004) which underpin all aspects of the Award delivery. These six key principles are that the DOE International Award is...

(1) *Non-competitive* – the award is a personal challenge and not a competition against others. Each participant's programme is tailor-made to reflect their individual starting point, abilities and interest;

(2) *Available to all* – with a commitment to equal opportunities, the Award is available to all young people who take up the challenge;

(3) *Voluntary* – young people make a free choice to enter the programme and commit their own time to undertake their chosen activities;

(4) *Flexible* – young people design their own programme, which can be geared to their own choice and personal circumstances and also to local provision. They may enter for whichever level of Award best suits them and may take as long as they wish to complete an Award [certain parameters of age do exist though];

(5) *Balanced* – by choosing activities in each of the four different sections (five at the Gold level – this extra activity is a residential project lasting two weeks which is mandatory for all Gold participants), participants undertake a balanced and wide ranging programme; and

(6) *Progressive* – at each level the Award programme demands more time and effort and an increasing degree of commitment and responsibility from the participants (The DOE International Award Association Handbook, 2004 ).

### **3.1.8 Key developments in the DOE Award's history**

The relationship between the UK DOE Award and the overseas department [later to become the IS when the International Award Foundation was formed] in the early 1980s was a difficult one. The fact that the UK supported this position in human and financial terms was to become a major point of contention as the international side grew over the years. The annual subvention of £150k in 1983 escalating up to £400k in 1993 provided by the DOE Award UK for international work became a major issue for the UK Trustees and it was obvious that this would have to cease at some stage in the future. Also the fact that the overseas department was reporting to the trustees of the UK Award became contentious as it grew

and so quite naturally the split in responsibilities finally occurred in 1988 [the initial separation process started in 1986] with the founding of the IAA and the DOE International Award Foundation Trust body [finally recognized in 1988]. The subvention lasted for five more years (1989 - 1993) before the DOE Award International Foundation became financially independent in 1994 and was able to operate from the investment income generated from its trust funds. The IS (Appendix B) was completely free of any financial connection to the UK Award by 1994. The DOE Award International Foundation and the IS continues to share resources with the DOE Award UK. The DOE Award UK uses part of the London offices of the IS while the IS uses the services of the DOE Award UK's finance, administration and human resources department.

Below are two organograms showing the development of the DOE Award UK and DOE Award International up to 1988. Figure 3.1 shows the DOE Award UK position as the lead agent from 1958 to 1988 and Figure 3.2 shows the DOE International Award as the lead agent from 1988 onwards.

Figure 3.1: The hierarchical structure of the DOE Award UK programme showing the DOE International Award UK as one of their departments - **pre-1988**.

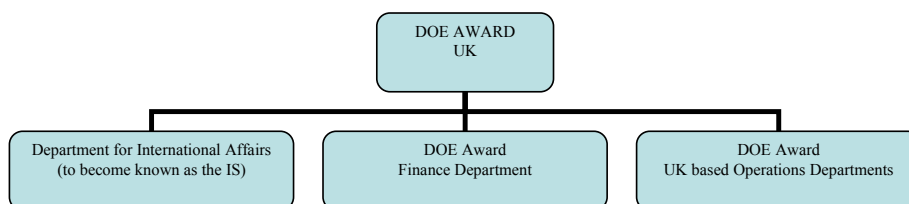
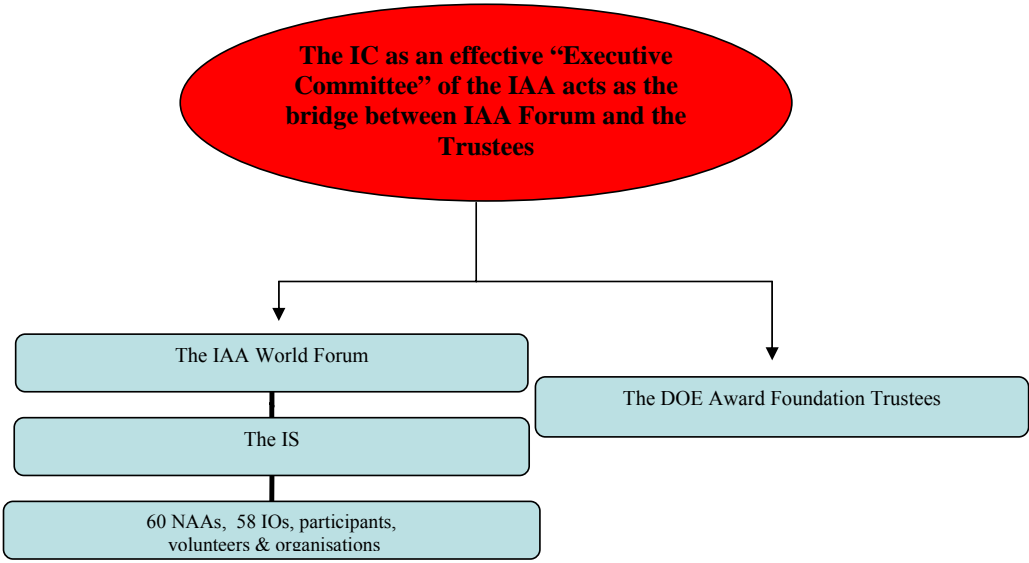


Figure 3.2: The hierarchical structure of the International DOE Award Foundation and IAA showing the DOE Award UK as one of the 60 NAA's - post-1988.



**3.1.8.1 The International Council (IC)**

The International Council is the representative body of the IAA World Forum which meets between fora and is responsible for the operational management and development of the Award worldwide. This International [Advisory] Council was formed in 1986 and changed to the International Panel in 1987 (Peyton-Jones, 1991). The first chairman was Sir Bernard Scott and he was succeeded on the panel by Sir Trevor Holdsworth (Peyton-Jones, 1991). During this process of re-engineering, the DOE Foundation was undergoing the registration process with the relevant authorities, and it was only in 1988 that this body was formally established along with the new-look IC body.

It is often stated that NPOs are different from traditional business settings in a number of ways. One of the most obvious differences is that an NPO's resources are based on a budget rather than on income from profits. Research findings indicate that the DOE

Foundation Trust is actually quite similar in some ways to a traditional business model. The DOE Foundation has to balance its books and provide leadership just like any other business, organisation or NPO. As is the case with many traditional business trusts, the DOE Foundation is a charity under the corporate rules of a company limited-by-guarantee registered in the UK and this law provides statutory protection for the Trustees for their liability with respect to their decisions on the trust.

However, most respondents felt that the IAA on the other hand, as the charitable side of the business, is different from traditional business settings in that the ‘profits’ accrued in the DOE Award programme [as in many NPOs] are measured in human terms and not financial ones. According to HRH, The Earl of Wessex, the IAA’s National Award Authorities are not regarded as members either. The IAA is basically a voluntary association of natural users of the Award programme. This association does not charge any entrance fees like some business associations do. The IAA is not a membership organisation or movement and this frees the Foundation’s Trustees to run their affairs in a professional and unimpeded way to ensure that quality leadership is provided to the IAA. Gilly Shirazi believes that “if the IAA was to become a membership organisation it would probably spend most of its time fighting about who would be sitting on the trust and the IAA would be consumed by petty politics.”

As the IAA grew there arose a need for the leadership body to become more transparent and representative (Appendix C). The International Council (IC) was formed as a representative body [effectively as an executive representative committee] of the IAA. The IC acts for the IAA in the years between meetings of the World Forum. It derives its authority from the IAA, and its decisions have to be endorsed by the World Forum (Peyton-Jones, 1991). The IC is a carefully balanced advisory board and is fully representative of

the International Award Association. It started in 1988 with 16 board members – eight trustees (representing the Foundation Trust) and eight NAA chairmen (representing the regions) – and was chaired by an international trustee, the first being a Canadian Mr. Hartland McDougal. In 1992 the chairmanship moved to HRH, The Earl of Wessex (The DOE IAA Annual report, 1991/2). In 1992 HRH, The Earl of Wessex proposed changing the representation on the IC to fall more in line with the new regional structure so that each region [there were four regions] would have three representatives on the IC. Up to 2000 the membership was balanced at a 10/10 split but by 2003 the number of non-trustees was increased to 12 to the 10 trustees (Peyton-Jones, 1991). As an association all changes to the rules and regulations have to be placed in front of the World Forum, held every three years, and passed by majority at the forum to become ‘law’.

Sr. Judith believes that the Foundation acts as the custodian of the International Declaration and the operational and fundamental principles of the Award and looks after the investments [trust funds]. However, indirectly the trustees play a vital strategic role in all decision making with its representation on the IC and on the Regional Advisory Boards (RABs). The IC has more power to make recommendations than to take exact decisions and has to look to the IAA to approve important matters. The IAA approves policy at its triennial World Forum meetings.

Gilly Shirazi feels that “the triennial Award World Forum and the genuine feeling of family amongst NAAs is the glue that binds the IAA together”. Another respondent believes that it is the purposeful work of the IS in engendering the feeling/ethos of family amongst the IAA members. Additionally, the fact that the trustees are a self-selecting body above the petty politics of organisational selection is very important. The forum allows the NAAs to attend a gathering every three years and concentrate on the operational issues at hand.

The NAAs do not concern themselves with the leadership issues at the international level. Their leadership issues are local and are best resolved by following best practices that they glean from the various meetings at the forum. Most respondents believe that the very real link between the IC and the World Forum is now an extremely potent mechanism. The true representivity of the IC and the manner in which all new ideas, policies, proposed changes etc., are openly and transparently discussed and passed down through the IC to regions to local NAAs is very democratic and all encompassing. The IAA appreciates this transparency and HRH, The Earl of Wessex has been instrumental in ensuring that everyone has a voice in the IC and that all matters get a fair airing between fora. Gilly Shirazi believes the fact that “everything is done by consensus is an important part of who the IAA is as an organisation”.

According to Chris Lowe, the great advantage of the forum system is that it brings everybody together at a ‘sensible sort of interval’ and it is a very useful forum for people to exchange views and find out what is going on and ask questions about how to do things better and so on. The disadvantage is that if one can only take action every three years, then the organisation will grind to a halt. That is why the IC plays such an important role in managing the business of the IAA between fora. Fortunately, the IC is chaired by HRH, The Earl of Wessex and David Manson feels that “with HRH’s vast practical experience in the Award most discussions and decisions appear to be well thought-out, openly discussed, debated widely and appear to be very practical solutions to the challenges the Award faces globally.”

#### **3.1.8.2 Regional Advisory Boards**

Regional Advisory Boards (RABs) are a new phenomenon and were constituted in 2000 to provide advice and guidance to the Regional Directors. There are four RABs representing the Award

throughout the world: (1) Africa, (2) Asia-Pacific, (3) Europe, Middle East and Arab States and (4) the Americas. Each of the RABs are made up of three Trustees, three NAA IC representatives and three Regional IC Youth representatives and the Regional Director – a maximum of ten members in total. RABs meet once/twice a year and thus through this series of meetings the Trustees are very well informed about the operational business of the Award and the broad issues at hand for their quarterly International Award Foundation Trustee meetings in London.

### **3.1.9 Cap Gemini Ernst and Young Review**

The latest leadership initiative by the Trustees was the appointment in early 2003 of Cap Gemini Ernst and Young in London to undertake a complete review of the DOE International Foundation and the IAA (Appendix D). This led to the development of a revised strategic vision which would assist the Trustees with the appointment of a new Secretary General. The Trustees were interested in finding out what the major hurdles and threats would be over the next three to nine years. The appointment of a new Secretary General in early 2004 was actioned and now the challenge facing the strategic leaders (trustees, council members and SGs) is to ensure that the strategy 2012 goals are properly resourced and that the IS implements these changes in a logical and proper manner.

### **3.1.10 The principle strategy of the IAA**

The principle strategy is to further increase the move toward regionalization of operational support activities, whilst maintaining at the centre the key activities of brand management, central funding, quality control and best practice dissemination (International Foundation Strategy 2003 document: unpublished).

- **The vision of the IAA**

To become known as the personal development programme of choice for young people and for the agencies that deal with young people worldwide. This would be reflected in quality, growth and external perceptions.

- **The mission of the IAA**
  - To *promote* the Award,
  - To *provide* the programme, and
  - To *preserve* the quality of the experience worldwide [and the reputation of the brand] such that it continues to deliver a programme which is relevant to the aspirations of participants

Most NPOs that enjoy enduring success have core values and a core purpose that remain fixed while their business strategies and practices endlessly adapt to a changing world. Gilly Shirazi states that the mission, vision and core strategies/goals of the DOE Award have been fairly recent developments [early 1990s] but that they were well received by the IAA. The general mission statement and current by-line [*“Challenging Young People Everywhere”* – unveiled at the Cape Town World Forum in November 2000] are very widely accepted and used by NAAs the world over now. David Manson believes that the International Award branding of the ‘global bird’ is fast being accepted as the principle symbol for the Award worldwide. The IAA global brand is a relatively new idea, being introduced to the IAA in Mauritius in 1994. This brand has been used since 1994 to rally the Award concept internationally around a single Award symbol. Each NAA has had their own Award symbol and it is significant that many NAAs now use either the Global Bird in conjunction with their local Award symbol or they use the bird as their only Award symbol.

Figure 3.3: The DOE International Award Association  
“Global Bird” logo



**3.2 The rapid growth of the DOE Award and resulting challenges** The IAA is driven by a passionate desire to bring the Award to more people in all sectors of the community and so stimulate growth of the Award worldwide. The DOE Award is dependent upon a number of constituents, whereas traditional business can practise market segmentation. The DOE Award cannot afford to alienate any constituents and it exists to be a force for good in the communities it serves. This passionate philanthropic desire is seen as a moral absolute rather than an economic focus. Finance does not drive this development. Finance is something one has to have in order to help facilitate franchise and deliver the Award worldwide. Also the IAA does not have shareholders in the corporate sense but they do have myriad stakeholders whom they provide services for and are answerable to. The Trustees are technically the shareholders but their liability is limited-by-guarantee and no dividends are paid out as in a traditional corporate for-profit company. According to one respondent, if this concept were taken to the limit, then the Founder, HRH, The Duke of Edinburgh would be considered as the original shareholder.

Most respondents felt that the Award had grown rapidly and had been successful, but battled to define success in quantifiable terms. Success for some was in the sheer growth of presence in the Award in countries worldwide – from 12 NAAs and eight IOs pre-1988 to 60 NAAs and 58 IOs in 2004. Some respondents felt that the quality, albeit difficult to measure quantitatively, of Awards being gained, particularly at the Gold level worldwide, could be used as an indicator of success. Others felt that measuring the quality of administration and governance of the Award at NAA and IS level would be a further measure of success. Still others felt the ability of an NAA to be self-sustaining (ability to stand on its own two feet from a human and financial resource respect) was the best measure of success. All respondents however, felt that the Award had been successful.

David Manson believes the fact that the Award has grown in presence worldwide (118 countries) must, in itself, account for a measure of success. Paul Arengo-Jones feels that success is about how many young people are able to take up the Award worldwide. However, he cautions that being aware of the programme is one thing but being in a position to get them all to take part is quite another. Most respondents felt that purely using numbers to measure growth and success was

very limiting. The Award is a multi-dimensional, complex, and a multi-faceted programme of activities and people and by using simple means to compute success would do it an injustice.

HRH, The Duke of Edinburgh, feels that “success could be measured by the enormous scope of activities that are on offer to young people today and that the programme is a unique reflection of one’s interests and personality. The fact that young people, apparently in increasing numbers worldwide, still find the programme appealing today is most certainly a measure of its success. The Award has stuck to its original format since inception, and incredibly, the formula that was developed over 48 years ago still appears to be working.” HRH describes it as one of those “curious quirks of fate that led Mr. Kurt Hahn to propose the four things that are important in developing young people that are not academic – service, fitness/sport, skills/enterprise and expeditions. There is no argument about what the basic purpose is. Also the most difficult period of a young person’s life is during puberty and that was why we chose 14 to 18 originally (later extended to 25) because that was when kids were leaving ‘kid organisations’ and needed something else to move onto.”

According to HRH, The Duke of Edinburgh, the IAA World Forum, through the trustees, the IC and IS, have used a number of measurements of success or performance indicators, none of which are to be taken singly as the ultimate success indicator/factor. HRH says that “they are all fairly crude measures but they are indicators that can demonstrate measures of success.

- The proportion of schools/youth organisations/youth institutions within a locality which offer the Award programme to their students;
- The proportion of the students/inmates in the eligible age group who decide to take up the Award programme;
- Where the Award programme is available nationally, the proportion of the eligible age group which takes up the programme;
- The proportion of young people who purchase a record book;
- The proportion of those who join and then achieve an Award;
- The proportion of Bronze achievers who go onto Silver and likewise from the Silver standard to the Gold;

- It is also possible to show the number of Awards gained compared to the total population;
- Likewise the number of enrolled young people in the age range compared to the total population in that specific age range;
- The number of adult volunteers who are prepared to ‘manage’ the award programme per every 100 participants, expressed as a percentage.”

Little attention has been given to the factors that lead to successful performance of NPOs. HRH, The Duke of Edinburgh believes that there is nothing one can really do about [containing](#) the popularity of the Award. According to HRH, The Earl of Wessex the Award can grow to any size providing that it is operated on the franchise basis and that the core costs are kept to a manageable level. Gilly Shirazi states that the huge growth of late has been in the IO sector, and this does not have huge cost implications for the centre. She believes that it may become a problem if all the IOs become full member NAAs and the IS has to service them at present expected levels. Michael Glover believes that serious Strategic Leadership thought has to go into the step-wise process whereby IOs become member NAAs and what implications this will have for the IS. IOs will have to demonstrate almost complete self-sufficiency before moving up to the NAA level if the world model is to be sustained.

All of the Trustees interviewed state quite categorically that they are in place to serve the interests of the people, the NAAs and the young people. Their function is to ensure that the trust funds are well invested and secure to enable the International Secretariat (IS) to provide its services to the IAA for free in pursuit of their common mission. They are the custodians of the International Declaration and Fundamental/Operational Principles and have oversight of the general welfare/health of the Award. Traditional businesses, on the other hand, appear to be concerned with the issues surrounding profitability, return on investment, branding, market share, competition and price. Lately people issues have become a top priority and a matter of competitive advantage for the leadership of organisations worldwide.

Paul Arengo-Jones believes that “the Award appeals because it is a very cleverly devised programme of activities which does indeed mirror the activities of any adult human being and one has a very precise logic as to why one is doing it. It prepares young people for life as an adult.” It is voluntary – there are no barriers to entry, one opts-in and opts-out at leisure and participates in the Award at one’s own pace – it’s flexible; it is non-competitive; it is a balanced programme of activities; it is relevant, appropriate and universal; participants set their own goals; it appeals to able and disabled, male and female young people alike; and it appeals to all organisations. There are no uniforms that have to be worn, or staged levels that have to be completed before progressing further; one meets a lot of different people whilst participating and often life-long friendships are made; and most importantly for young people participating in the Award it is a lot of fun. Also, one respondent believes that, at age 14, it is probably the first time in their young lives that they have been asked to contribute to their own development and are able to choose their own activities, interests and level of involvement.

The fact that the Award targets the 14 – 25 age range is significant. The Scouts and Guides have lowered their entry age range over the years and they are both uniformed movements. Most respondents believe that young people today appear to revolt against such tight parameters and it appears as though only the very young are attracted to this ‘rigid’ style of youth development. The young adult (14 – 25) age group is a very difficult stage to perform in and the parameters of any programme aimed at this level needs to be as flexible and non-conformist as is possible whilst maintaining some form of ‘standardization’ of Awards across the globe. One respondent believes that it is the purposeful work of the IS in engendering the feeling/ethos of family amongst the IAA members. The fact that this was initially a programme of activities aimed at males aged 14 – 18 is significant not because of this fact but because despite it the Award expanded and immediately appealed to the female gender. A separate programme for girls was almost immediately developed but it took a further 20 years to become a united programme of activities equally available to males and females. It was only in 1976 that females were allowed to participate in the Award on an equal footing with their male counterparts.

Chris Lowe says that society has need of this Award programme in order to help young people understand that they have greater potential than they thought and help them to realize that. Chris Lowe believes that “the Award concept is so eternal – it is so valuable for people [young and old] the world over”.

Most respondents believe that there was no plan for growth at inception in 1956 or in the early 1960s. Certainly HRH, The Duke of Edinburgh, and Mr. Kurt Hahn did not initially plan for this Award Scheme to be relevant to anyone outside of the UK. According to most of the respondents not only was the growth completely unplanned but the very concept of strategic planning was unheard of in the early days. According to HRH, The Duke of Edinburgh, the response by the leadership to this unprecedented growth was one of surprise and mild amusement. The DOE Award UK agreed to support the development and growth of the Award in the world by apportioning minor resources, both financial and human, from the main UK body to offer basic services to these new international NAAs. As the momentum grew and as HRH, The Duke of Edinburgh, and latterly with HRH, The Earl of Wessex, began travelling abroad and promoting the work of the Award, it has become increasingly popular.

According to the trustees interviewed, by 1986 the growth had reached a point where the international arm of the Award needed to be formalized by the founding of the DOE Foundation and the IAA in 1988. From this time on with an IS in place the IAA was able to begin strategizing and formulating five and ten-year forward plans. Most respondents felt that from 1990 onwards the growth and development of the Award has been much more businesslike in its approach and professional in its outlook. Today ‘business-speak’ appears to be the order of the day and for the first time in the IAA’s 15-year history the association has a Secretary General that has been appointed from the business world (with no prior working knowledge of the Award) to lead it into the next decade along its 2012 strategic pathway.

Michael Glover, as a long serving Trustee, feels that the growth of the Award has become unmanageable – out of control. He believes that the IS will spend a lot of money on rescue packages for no real return. He believes that the time has come to

cut these poorly performing NAAs loose, especially the ones in Africa where the problem is most severe. He feels that it would be better to have 20 well performing self-sustaining NAAs worldwide all contributing to the international image rather than the present 118 countries with probably only 20 that the IC are 'proud' of.

According to the new Secretary General, future growth and development is now a matter of strategy and a certain amount of consolidation will have to take place over the next couple of years. David Manson intimates that poorly performing NAAs may well be 'placed on the back burner' and 'pillar' country NAAs will have to drive the future expansion. Targeted growth from stable high performing NAAs within the IAA will become appropriate.

Most of the respondents felt that going for numbers at the expense of quality would be detrimental to the Award. Growth in the future needs to be underpinned by quality assurance and sound management at all levels. According to David Manson, the role of the IS in ensuring that this in fact is the case in NAAs worldwide will be a major challenge facing the strategic leadership in the future.

Respondents believe that the funding shortage is a direct consequence of the regionalization process combined with the rapid growth of the award over the past 15 years. Gilly Shirazi and Paul Arengo-Jones feel that the IS needs to diversify and off-load some of the operational responsibility to the regional level, both for clarity's sake and for financial savings in the medium to long term. It would also be a mechanism to address the multi-cultural interpretations and understandings and place them into a more empowering and cohesive unit at a localized level.

Some respondents believe that the IC has become much more business-like in its approach and this has had the effect of increasing confidence levels throughout the association. The IC appears to have a much better grip on the services that the IS provides in terms of quality of training and management support offered. The operating guidelines have been greatly simplified and brought into line with actual practices on the ground.

### **3.2.1 Financial Management**

Many unique financial and related management issues surface in NPO environments. Philanthropic zeal and growth occur naturally and often the programmes in the field are left high and dry without the appropriate resources to sustain and meet the initiated growth demands. The DOE Award has four specific issues: firstly, the problem of growth outstripping the provision of resources, particularly financial resources is a constant concern. Secondly, issues of who owns the initiative and who should initiate appropriate income streams and who should access volunteers to reduce overhead costs remain largely unresolved. Thirdly, the lack of long-term planning is problematic as most NPOs tend to focus only on the present neediest short-term situations. Fourthly, the initiation of a much needed bridging financial mechanism to fund difficult initiatives in the field was developed.

### **3.2.1.1 Growth outstripping resources**

According to most respondents the strategic leaders assist the IS in their efforts to implement the forward strategy and policies of the IAA. At times, especially in the expansion drive of the 1980s, this led to problems associated with robust enthusiasm outstripping limited resources in some countries. According to Paul Arengo-Jones these problems have 'come home to roost' and are currently being dealt with by the leadership. In Commander David Newing's time as Secretary General, according to Gilly Shirazi, the budget was fairly strictly adhered to and [as with all NPOs worldwide] the shortfall of income over expenditure for the DOE International Award was limited to the £20 - £30k range.

In Paul Arengo-Jones's time the strategic intent related to consolidation and regionalization was paramount and money was a secondary concern. Money was expected to follow and the income shortfall rose to levels that became unacceptable to some trustees, especially after the decision to regionalize. Most respondents believe that this was the right strategy for that time and that the Trustees, IC and IS needed to move along this strategic growth

pathway if the IS was to offer a professional service to the association. The IAA World Forum, the Trustees and the IS could not wait until money was in hand to move towards its strategic goals and thus the IS was given the go-ahead by the trustees [and the IAA World Forum] to implement the strategy embodied in the regionalization process. Paul Arengo-Jones had presented a five-year forward plan and budget that showed a near break-even point at the end of the process. In both David Newing's and Paul Arengo-Jones's time as SG the DOE Award UK was still supporting the IS with significant grants to supplement their operational income. Despite these grants the IS and SGs continued to overspend their operational budgets. These grants to the IAA Foundation [for IS service provision] eventually stopped in 1998. In 1999, despite these accumulated deficits, the Trustees agreed to embark on the regionalization process as a strategic imperative under the impression that the process would break-even by year five.

Unfortunately, some of the assumptions taken by the SG were proved to be erroneous. Royal visits to the USA did not realise the income anticipated as HRH, The Duke of Edinburgh stopped travelling to the USA and HRH, The Earl of Wessex could not bring in the large amounts required of him. The USA disqualified itself from the IAA early on in the regionalization process and thus the income promised by the American Award could not be realized. Finally the failure of the Special Projects Initiative to attract the full compliment of 10 donors did not materialize and thus the anticipated income stream from this activity was limited. One respondent felt that having the resources to sustain such growth and development has always been a problem. Trying to restrain the enormous enthusiasm from people the world over is a constant battle by the staff of the IS. It is important to not let the enthusiasm outstrip the likelihood of raising resources to support the initiative. Gilly Shirazi believes that this happens over and over – there is no problem in selling this programme to young people but the real

problems surface when the young people look to the leadership in the initiative to provide the services necessary for them to participate in their Award. Often this is lacking and the local Award initiative is in trouble at the outset.

#### **3.2.1.2 Ownership and volunteerism**

All respondents allude to the fact that right from the start the record books were to be paid for at the time of enrolment/recruitment of each Award participant in order for an income stream to be initiated. According to HRH, The Duke of Edinburgh, more significantly, “it ensured that the participants paid a little something to be a part of the Award programme” – the leadership felt that an ‘ownership’ concept was vital for ensuring initial commitment.

Most respondents feel that if young people paid an enrolment fee for their materials then they would value the Award more. Most respondents also feel that the development of the Award at local level was to be driven by the conscription of volunteer adults to assist with the delivery of the Award programme. In fact most Awards worldwide rely very heavily on volunteers to deliver the programme to young people. In some NAAs this is exceptionally well developed whilst in others it is a constant concern. Volunteers can play a most important role in determining the sustainability of an NAA and need to be taken seriously by the leadership. Volunteers greatly reduce the fixed costs associated with the provision of services by a fully paid salaried staff complement. David Manson says that the Award has got to stop looking at participants and look a great deal more at financial resources, stability and agencies that deliver. Getting the regionalization process firmly bedded down and appropriately resourced is a fairly big challenge for the future and will obviously revolve around money.

#### **3.2.1.3 Long-term planning**

David Manson feels that the Award needs to get into long-term planning. The Cap Gemini Ernst and Young review was very positive and endorsed many of the short and medium-term plans but they indicated that the Award has seriously flawed long-term planning. The long-term plans were there but the income generation process was seriously curtailed and thus the plans appeared to be poorly formulated. It was largely due to this poorly performing income stream that the Trustees felt the need to appoint a SG with commercial experience to inject some commercial drive and reality into the strategic leadership's planning and performance. David Manson cautions about "being fixated on 'blue sky' and creating expectations that may be regarded as 'pie in the sky' because the Award is a seriously small youth organisation globally". The Award's presence world-wide is rather large but its numbers and the quality of the various programmes are under question so the Award cannot infer world domination in the long term, it has to be much more focused and specific in its planning. David Manson believes that the Award needs to look to the 20/80 'Pareto Principle' (Maxwell, 1993: 20) whereby 20% of the NAAs need to produce 80% of the results. The IS also needs to look to these 20% top-flight programmes and invest heavily in them for major returns to accrue at relatively low investment levels.

According to Chris Lowe, the critical difference between a commercial company undertaking growth, and the Award undertaking growth in the world is that a company with ambitious growth targets would be able to put a proposition to a bank, their shareholders, or some other lending agency, to raise money to develop a project and provide a return for their various stakeholders. The Award is not in this position at all. At the international level the IS utilizes all the investment income generated from the International Foundation's investments and must find at least double this amount from other income generating processes to ensure adequate funds are available for service

delivery to the IAA. At the NAA level all local donations and in-kind support gleaned from local companies, foundations, governments, aid agencies and from parents and participants themselves is used by that NAA and none of this donor funding reverts to the IS at all. Yet they are as accountable, if not more so, to their various stakeholders as is the business world.

All respondents recognized that the Foundation has been operating with an annual deficit for the past four years but that the leadership is applying its mind to this shortfall and long-term plans are in hand to address this short-term hiccup. Unfortunately, it has had a negative impact in the short term as it puts downward pressure on the operational capacity of the IS to offer appropriate services to its association members. The trustees interviewed believe that the primary task of the incoming Secretary General is to fill this deficit in the short term by jointly curtailing expenditure even further and by seeking annual Corporate and Agency funding to close this gap. Additionally HRH, The Earl of Wessex as chairman of the IC, jointly with the Foundation Trustees and the World Fellowship Honorary Chairman and fundraiser, have agreed on a medium-to-long term multiple-strategy to attract more capital donations for the World Fellowship [to increase the investment income], raise more revenue donations [to help reduce the revenue deficit] and attract donors to the International Special Project initiative [to provide more revenue that will be available for special projects] to solve the investment, revenue and operating income shortfalls.

HRH, The Duke of Edinburgh insisted that the IAA should not be promoted faster than the leadership and the IS was able to manage and cope with the demand. Most respondents believe that the size of the IAA is not a particular problem at present. The problem is the quality of Award programme being offered in some NAAs due to the dearth of volunteers and lack of financial support. According to HRH, The Duke of Edinburgh, it is a classic scenario for NPOs.

HRH says that “there is a booming business on the one hand with enrolments and interest in the Award and on the other hand there is a disaster with the financial resources. The enthusiasm outstrips the inflows and the initiative flounders, limping along unable to dig itself out of this self-made deficit”. Respondents then note that the donors frown on this overextension and withdraw funding and the whole cycle worsens rapidly. At some point the NAA decreases to a size that is more sustainable or a new CEO takes over and things improve. HRH, The Duke of Edinburgh indicated that when local authorities took on the Award in their local municipalities then a capitalization fee – a license fee – was meant to be paid to the NAA. This seems to have worked in the larger westernized countries but not in the poorer third world countries. According to two respondents, as the world has become more concerned over its youth and the regulations regarding youth work have become stricter so has the need for NAAs and youth organisations to employ, at least at the centre, a core of professional, qualified youth workers. Thus the gap between what could be raised from the sale of record books to off-set delivery costs has widened and now NAAs are mostly cash strapped and battle to provide adequate services to their young people at cost-effective rates. One respondent feels that the drive in some NAAs is to charge the participants more for their source materials and also to employ fundraisers to raise the necessary shortfalls at the local and national levels.

#### **3.2.1.4 Special Projects Initiative**

According to Chris Lowe and HRH, The Earl of Wessex, the Special Projects Initiative (SPI) which provides core funding for three years for otherwise unsustainable outreach initiatives by NAAs has been a well thought out innovation for encouraging NAAs worldwide to get involved in fields that were deemed unmanageable and unreachable in the earlier years. The South African young offender initiative, the Indian street-kid/orphanage

outreach programme, the Kenyan youth-at-risk and squatter camp outreach programmes, to name a few, have been responsible for major growth and development of the Award programme into these new areas of youth work. Without this basic project support these initiatives would not have been sustainable and would not have developed so significantly. These initiatives have created a growth spurt of interest worldwide in these 'new' fields of youth work.

### **3.2.2 Regionalization**

Michael Glover feels that "it is time to assess the progress made by NAAs over the years. Many NAAs have been in the doldrums and have battled to operate or have been on the brink of collapse for the past decade yet still they remain as full members of the IAA and attend forums. This clearly is not conducive to the image of a healthy global organisation. The IAA needs to look to itself to solve these problems. More sub-regional collaboration and appropriate assistance is needed. Ownership for the programme at sub-regional levels needs to occur without taking anything away from the role that the secretariat plays in London." Gilly Shirazi believes that the IS "is still vitally important for the cross-pollination that needs to occur across the globe from one region to another or for that matter even within regions. Experiences that one programme has in East Africa may well be the solution for problems a West African country is experiencing and this can only be recognized by someone with a bird's eye view of activities and someone who has no political agenda or favouritism in dealing with individual NAAs."

The majority of trustees interviewed believe that the new strategy 2012 document, the appointment of a new 'business-minded' Secretary General, and a major programme review undertaken by Cap Gemini Ernst and Young in London in 2003 were the consequences of this process of introspection and significantly the regionalization of the IS has been a major development. They feel that the new strategies and policies will take some time to filter down to the IAA and individual NAAs but the impact will be felt throughout the Award world by 2006 at the World Forum in

Scotland. It is envisaged that some very significant changes to the way the IS performs its services to the IAA are to be proposed and it is hoped that a more business-like approach to the Award will ensue. Additionally, the very structure of the IAA is under review and the 'rules of association' of the IAA may be reworked to allow for more targeted IS interventions. One respondent believes that getting the relationships between the regions and the centre and between the Regional Advisory Boards and the IC/Trustees will be important. The need for inter-regional interaction is a priority. Most respondents believe that these proposed strategic changes have been a long time in coming and that the problems of branding, return-on-investment, communications and alignment of strategic issues will be solved by this new strategic direction. Yet, says HRH, The Earl of Wessex "despite some of these problems, staggeringly the number of participants has been growing and in 2003 for the first time ever, the number of young people taking part in the Award outside of the UK is now greater than the number of young people doing it in the UK".

Whilst many of the staff of the IS are not purely voluntary, in that they receive remuneration, the NAAs they serve are by and large "essentially groupings run by volunteers rather than paid staff, and who provide the opportunity for mutual participation and benefit with the express purpose being the realization of commonly defined interests and goals". The Head of State, or resident Monarch, is approached to be the Patron of the National programme and they act as the constitutional head of the programme in their country. All NAAs act independently of the DOE International Foundation but are bound by the general tenants of the articles of association.

The IC was created in 1988 as the advisory body to the World Forum and is more connected to operational matters and is fully representative of the IAA and the Trustees. Very recently with the regionalization process the advent of the Regional Advisory Boards (RABs) has resulted in Trustee involvement at all three strategic leadership levels (Trust/IC/RABs) and this should prove useful for the future decision making process. It must,

however, be remembered that the IAA World Forum remains the ultimate decision making body.

### **3.3 Conclusion**

This chapter focused on the nature of the DOE Award as an NPO and charted its growth and development over its short history noting the challenge of financing its growth. David Manson says that having enough money is important. Most respondents singled out the ‘balancing of the books’ and correcting the annual shortfall as being one of the most urgent challenges facing the IS and Trustees. Completing the regionalization process and applying the new strategy 2012 vision are amongst the other very important challenges. David Manson believes that consolidating the Award and concentrating on the strong NAAs seems appropriate now after a long period of expansion over the past 16 years.

In the following chapter the researcher will describe the collaborative, collective and individual nature of strategic leadership in the Duke of Edinburgh’s Award.

## **SECTION II: INSIGHTS**

## CHAPTER 4

### The Nature of Strategic Leadership in the Duke of Edinburgh's Award

#### 4. Introduction

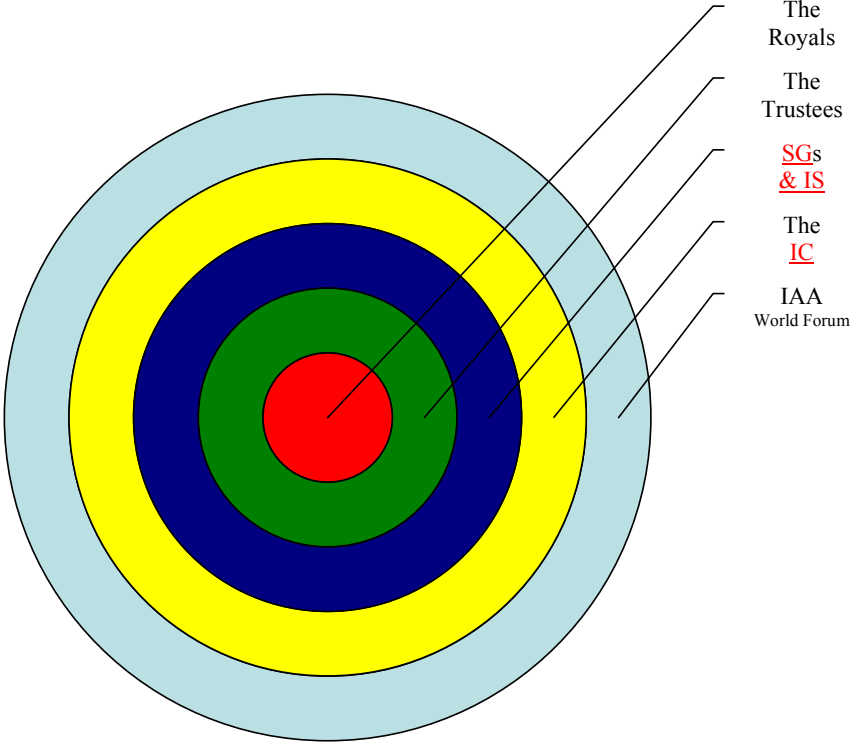
This chapter will attempt to describe the nature of the strategic leadership phenomenon in the DOE Award and will deal with the very essence of strategic leadership of the DOE Award. It will highlight the unique way in which the DOE Foundation Trust and the various layers of strategic leaders interact with each other within these structures. The separate and yet highly interactive leadership styles and leadership roles between the Royals, the Trustees and the Secretary Generals [the triumvirate] will be discussed and their impact on each grouping, and indeed on the IAA, highlighted.

The improved outreach and perceived success of the DOE Award internationally, its measurement and its management are referred to here as key indicators of how the strategic leadership works to propel the DOE Award forwards and upwards as a global NPO. Additionally, the power of membership of the 'club' for the IAA appears to be critical to the maintenance of success and growth of the DOE Award globally. The information used to describe the nature of the strategic leaders in the DOE and individual strategic leaders' influences over the past 16 years have been taken from the eight interviews.

#### 4.1 Prime functions of the Triumvirate

The various layers of leadership apparent in the DOE Award strategic leadership structures are likened to a target (Figure 4.1) with the Royals at the centre as the very heart of strategic leadership in the Award programme. At the next layer of influence and power are the Trustees in the caretaker role, followed by the Secretary Generals and the executive IS staff. The outer ring is characterized by the International Council. This body encapsulates and surrounds the strategic leadership groupings facilitating transparent, democratic and strategic decision making for all the strategic leadership (SL) role players in the DOE Award. It must be remembered that the IC is the executive body of the IAA World Forum which has the ultimate say in the decision making process.

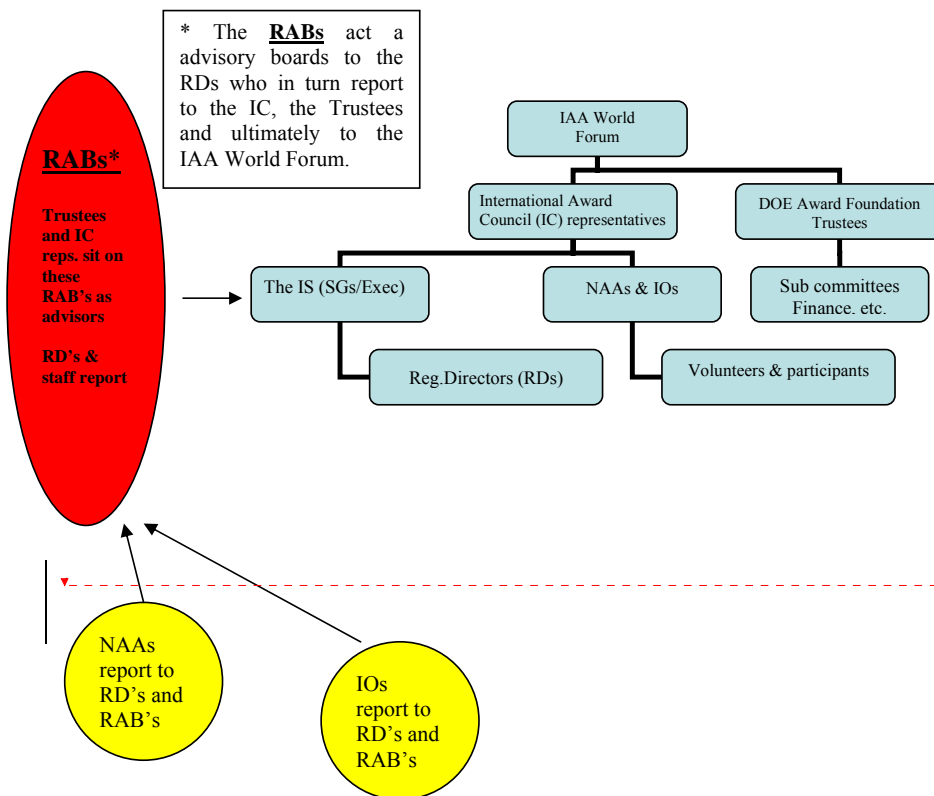
Figure: 4.1 The SL role players in the complex multiple layers of Leadership in the DOE IAA.



It is interesting to note the dichotomy that exists in the DOE Award between the concept of individual groupings of Strategic Leaders (the triumvirate members) and the concept of collaborative strategic leadership (the manner in which the triumvirate and the IC work together as a collective to provide leadership to the IAA). There appears to be a number of groupings of strategic leaders – the Royals, the trustees and the SGs (including the IS executive staff) and then the role of the IC as the main representative advisory body to the IAA, SGs/IS and Trustees (Figure 4.2). Strategic leadership in the DOE Award is collective, collaborative and highly democratic and yet at times the strategic leaders can be autocratic and individualized in their roles. Each different strategic leadership layer/band in the organisation plays specific roles (Appendix E) in the DOE

Award from being a figurehead, and playing a mentoring/figurehead, initiating (Mintzberg, 1975), stabilizing, participating (Hitt, Ireland and Hoskisson, 2003), operationalising and preserving role (the Royals); to a custodian, caretaker (Mintzberg, 1975) and investment specialist role (the Trustees); to a coaching, pacesetter (Appendix E), democratic, initiating, operationalising and implementing role (the IC and SGs/IS); and to playing an authoritative and coercive role (the IC/IS and in extreme cases the IAA World Forum). The outer layer represents the IAA World Forum which is the ultimate authority in the IAA. This body of all the association members meets every three years to ratify policy and approve strategies for the future. Most of the work is done in the margins between these meetings by the inner leadership layers. The IAA World Forum ultimately meets to ratify policy that is already in operation as it has been through the IC [its executive body] beforehand.

Figure 4.2: Current SL structure of the DOE Award Internationally



The three key strategic leadership groupings in the triumvirate are the Royals (Patron and Chairman), the Trustees and the Secretary General. The IC is the facilitating body that acts as the neutral ground for all role players to reach consensus in a transparent and democratic manner. The IC is the executive body of the IAA World Forum and reports to it every three years.

#### **4.1.1 Trustee and IC Meetings schedules**

The Trustees meet four times a year (in London) for three to four hours, whilst the IC meets only once a year (in various countries around the globe) for two days. Most of the Trustees' work occurs in working committees and thus the actual business of the Trust meeting can be concluded in three to four hours. A lot of DOE Foundation Trust work on issues is done in working committees (finance, staff emoluments, Award House, etc.) out of meetings and this is where much discussion and possibilities for dissent may take place. As this is a more relaxed atmosphere it is easier to challenge and reach agreement on issues than in formal meetings that are often under time constraints. The IC meets for two days once a year and a lot of their preparatory work is undertaken by the IS, the Regional Advisory Boards (RABs) and youth representative committees (The DOE IAA Annual Report, 2002/3). Significantly nowadays the IC body incorporates at least four young people who represent their regions at these annual IC meetings (The DOE IAA Annual Report, 2002/3). Regional Advisory Boards (RABs) meet once/maybe twice a year and thus through this series of meetings the Trustees are very well informed about the business of the Award and the issues at hand for their quarterly meetings in London.

#### **4.2 Collective nature of strategic leadership in the DOE Award**

A triumvirate of authoritative and powerful leaders who play significant roles that appear to collaborate and cooperate to produce strategic leadership that works for this NPO dominates the DOE strategic leadership structures. The ideal mechanism for ensuring a collaborative and consensus-based style of strategic leadership appears to be the IC body, which is placed at the centre of the DOE Award strategic leadership structures (Figure 4.3). The IC is made up of members from

each of these triumvirate bodies and so is the ideal body to adjudicate and develop the consensus based decision making that is the mark of the DOE Award worldwide.

#### **4.2.1 Strategic leadership Group 1: The Royals**

The Royals play a number of critical strategic leadership roles in the DOE Award and their involvement is crucial for ensuring the overall health/welfare of the DOE Award. They play mentoring/figurehead, stabilizing, initiating, participative, preserving and operational roles. Additionally they are the essence of the ‘family/club’ feeling to which all in the IAA wish to aspire to be a part of.

##### **4.2.1.1 The figurehead role of the Royals [mentoring]**

The Founder HRH, The Duke of Edinburgh, is an international character with a moral authority that is almost unchallengeable. HRH The Duke of Edinburgh is the figurehead of the Award, being its founder and initial sponsor and lead figurehead. As the figurehead HRH preserves the status attributed to the DOE Award internationally and thus his role over the past 48 years has been critical in formulating the pathways to success and sustainable growth. The fact that so many other heads of state and monarchs have agreed to act as the Patron at a local level is testament to HRH’s tenacity, social standing and ascribed status ceded to the Award programme by his patronage. Sr. Judith says that HRH, The Duke of Edinburgh “is a very strong and influential personality and everybody who meets him has huge respect for him and nobody would want to be disloyal to him”. Chris Lowe believes that “the same could be said in time for HRH, The Earl of Wessex, as there is no doubt that he puts an enormous amount of time and effort into the Award worldwide and this will build up his reputation and standing as he moves to take over the DOE mantle from his father”.

Figure 4.3: The triumvirate roles in the DOE Foundation  
SL structures and the central supportive role  
of the IC for the IAA World Forum.

**The IC**  
*34 IC members*

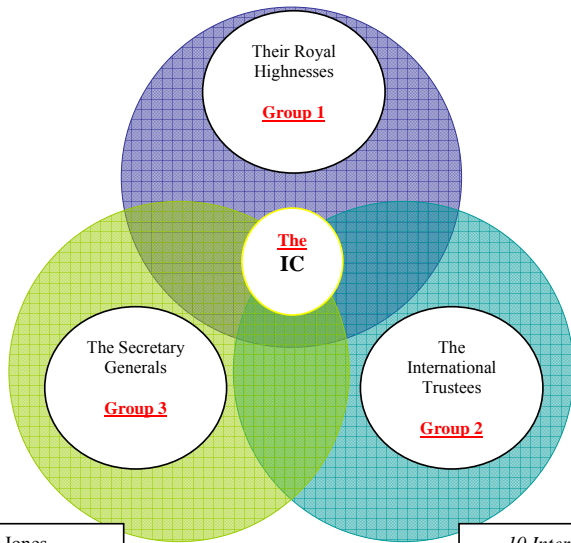
1 HRH Earl of Wessex (Chairman)  
9 Trustees – ex officio  
24 IAA representatives

- 3 NAA reps + 3 youth reps - Australasia
- 3 NAA reps + 3 youth reps – Africa Region
- 3 NAA reps + 3 youth reps – Americas Region
- 3 NAA reps + 3 youth reps – Europe, Mediterranean and Arab States Region

2 current SG's (1 SG and 1 Deputy SG) - Ex Officio  
7 IS Executive members – Ex Officio  
1 Financial Director (from DOE Award UK) – Ex Officio

**GROUP 1**

HRH, The Duke of Edinburgh  
HRH, The Earl of Wessex



**GROUP 3**

Mr. Paul Arnego-Jones  
(Outgoing SG)  
Mr. David Manson  
(Incoming SG)  
Mrs. Gilly Shirazi  
(Deputy SG)

**GROUP 2**

*10 International Trustees*  
HRH, The Duke of Edinburgh  
(Founder) – non-active member.  
HRH, The Earl of Wessex, The  
Hon. R. Arculli (Chairman), Mr.  
G. Belton, Dr. J. Dean, Mr. C.  
Lowe, Mr. J. Pascoe, Mr. A. van  
Heeren, Ms. W. Luhabe, Mr. A.  
.Jones, Dr. T. Carmichael

Mr. David Manson, Mrs. Gilly  
Shirazi (ex officio).  
**Both HRH, The Earl of  
Wessex and Mr. A van Heeren  
are ex officio members of the  
DOE Int. Award Foundation.**

HRH, The Duke of Edinburgh has worked hard at making sure that a succession plan for the Royal roles for the future is in place and is being implemented. In 2000 he stepped down as the Chairman of the DOE Foundation and Mr. Ron Arculli was elected to this position. HRH, The Earl of Wessex remained on the Trust as a trustee and significantly remained Chairman of the IC. It is very likely that HRH, The Earl of Wessex will be elected as the Chairman of the Trust at the next forum in Edinburgh in 2006 – the 50<sup>th</sup> anniversary of the DOE Award UK. It is not certain who will take over as the new Chairman of the IC if this should proceed.

According to some respondents many potential donors appear not to be attracted to the Award by the Royal connection, the black tie events at Buckingham Palace and the dinners at St. James's Palace. The recipients of Awards on the other hand find this to be a very special moment in their lives and appreciate being given their certificates and badges at St. James's Palace. Some respondents feel that many supporters [adult volunteers and potential donors] of the Award internationally get involved because of what the Award stands for and its actions on the ground in developing young people for good citizenship rather than to get to meet a Royal. Some respondents feel that most young people get involved for entirely different reasons, and certainly some reasons may be unclear, but at the end of the day when one gets presented with your very own Gold badge and certificate, it is regarded as quite an occasion by all young people and their adult volunteers to be able to receive it at St. James's Palace from a member of the Royal family, especially by HRH, The Duke of Edinburgh or by HRH, The Earl of Wessex.

All respondents believe that the Royal connection provides an important service incentive for the myriad volunteers and participants in the Award programme. The ability to thank the adult volunteers and parents, and to honour the participants, by getting their Gold Awards presented to them in a prestigious residence by

an important internationally renowned personality is very important and quite special. Additionally, for the participants to meet and be presented to their reigning Monarch or National President in the Presidential Palace is unique and something they will remember and cherish for their entire lives. Without the ability to honour the volunteers in this way – a dinner date at St. James’s Palace, a garden party at Buckingham Palace, a recognition certificate signed and presented by a Royal – the Award would have to seek alternative ways to thank all the volunteers for their efforts in assisting young people attain their awards.

All respondents feel that the Award is extremely fortunate to have two senior British Royal Family members involved in the charity. Chris Lowe states as remarkable “the fact that HRH, The Duke of Edinburgh who started the award, and is the founding patron, is still active in the leadership structures today – 48 years later”. Sr. Judith felt that it is “this ‘Royal seal of approval’, HRH, The Duke of Edinburgh’s high profile internationally and his devotion, dedication and commitment to the Award programme internationally and in the UK that had been so inspiring”.

HRH, The Duke of Edinburgh says that the Award in the UK insisted that they call the Award after him but countries around the world were allowed to give it any other name if they preferred – even the ‘Jack-in-the-Box’ award – provided it worked for them and served the young people in their country. HRH feels that naming it after him did not give him any ‘kudos’. HRH further believes that providing the programme is the same programme [as described in the DOE Award handbook], they can call it what they want.

[Their Royal Highnesses \(TRHs\) have spent a lot of time over the years in getting local national participation and support for the Award programme. They believe that the local patron can prove to](#)

be of real and sustained benefit to the Award in that country. HRH, The Earl of Wessex believes that most local Patrons are aware of the work of the Award locally well before TRHs meet with them. He believes that their support, in the eyes of the local Patron, appears to be in the form of an international confirmation or ‘seal of approval’ for the work of the award locally. Paul Arengo-Jones believes that the local Patrons that are genuinely interested in the award are invaluable to the success of the programme and its acceptance at the country level. The Royals offer a reassurance for local presidents and monarchs to enable them to join the award as a professional, important and non-political youth organisation with international standing.

Paul Arengo-Jones feels that when Gold Awards are presented to young recipients it is an entirely logical position for the NAA to expect that the head of state or a universally recognizable personality do the presentation because these individuals personify success, which is what the Gold Award is trying to convey. Paul Arengo-Jones says “what better person to give the award to their own young people than their head of state or president”. Often this is done with TRHs in attendance and this adds enormous prestige to the ceremony for the young people, the adult volunteers, award staff and parents involved in the delivery of the programme at national level. HRH, The Duke of Edinburgh has been very instrumental in ensuring that at the national level the head of state can comfortably get involved. HRH adds a certain amount of international credibility and standing to the world association.

Sr. Judith believes that if the Royal connection was taken away the Award would flounder and the whole dynamic would change. It is possible that the Award would survive such a change but it would not be the Award any more. Sr. Judith believes that “taking away that respectability, the status and HRH as the figurehead would be disastrous”. All respondents, except one, believe that it would be an

“utter disaster in that such an important, visible, prestigious personage disassociating himself would ensure total collapse and loss of confidence that the Award would battle to retain its position of respectability and prominence in the eyes of the world”. Paul Arengo-Jones feels that “every charity needs a ‘WOW’ factor and the Award is extremely fortunate to have two exceptional ‘WOW’ factors”.

Chris Lowe believes that if the Award was forced to cope with the withdrawal of the Royal connection, it would in all probability cope with such a radical and drastic move but feels that the Award would still need a figurehead, a rallying point, for the work it does internationally. However, he feels that the Award’s ability to cope with such a drastic loss would partly be as a result of the fact that the Royal family has done so much over the past 48 years to ensure that the Award is in such good shape.

#### **4.2.1.2 Stabilizing/preservation role of the Royals**

HRH, The Earl of Wessex feels that “the charity itself has to be squeaky clean as there are always going to be the mischievous ones that are going to try to apply undue pressure to the administration on the basis that they could cause embarrassment because there is a Royal connection”.

All respondents view HRH, The Duke of Edinburgh as an articulate, intelligent, committed, knowledgeable, experienced and very personally engaged individual. Gilly Shirazi feels that “fortunately his leadership has been wise and good over the years and he has been responsible for setting the tone of leadership throughout the IAA”. This tone can be described as being responsible, caring, sincere, active, committed, concerned and involved in the Award at all levels. Gilly Shirazi adds that “HRH is such an awesome international statesman – can you believe that

there is anyone who would not have heard of him or the Royal family?”

Michael Glover believes that young people are attracted to such an example and feel empowered by TRH’s presence. Gilly Shirazi believes that “it has been vital to have HRH, The Duke of Edinburgh involved since inception as this has negated any fanciful change management practices over the years”. With such an international presence the Duke has been central to maintaining the fundamental principles of the Award and has only allowed an age range change from 18 as the upper limit to 25. All respondents indicated that the fundamentals of the Award have remained true to the original concept over its 48 year history and Sr. Judith declares “thank goodness for that”. Sr. Judith feels that without HRH, The Duke of Edinburgh’s authority and presence, the Award would have bowed to international pressure to change the lower end of the entry age a long time ago and all respondents believe this change would have been to the Award programmes detriment. HRH, The Duke of Edinburgh says: “I firmly believe that the Award is a ‘young adult’ programme of activities and not a ‘kids’ programme”.

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#### 4.2.1.3 Influence and power exerted by the Royals [mentoring]

HRH, The Earl of Wessex tries not to take a vote on any matter via a show of hands unless it is a constitutional matter. Constitutional matters are the preserve of the Trustees and are ratified by the IAA World Forum when it meets. HRH prefers to work on the basis of consensus, which fits in with the way the Award family, and in his opinion an NPO, operates. HRH finds that “new members are a bit nervous the first time they serve on the IC. I try to help them relax by involving them and engaging with them. When I canvas opinions, I try to bring people into the conversation if I think they have got a view or need to express a view.” HRH, The Earl of Wessex says “I coach new members to relax and just absorb the

proceedings for the first couple of meetings – getting to grips with the jargon and acronyms are a task in itself – and to write down anything that is confusing and ask someone at one of the breaks to explain is the best way to survive.”

HRH, The Earl of Wessex insisted [and quite rightly for any Chair of the IC] when he became IC chairman that he be regularly briefed by the Secretary General on matters operational. As Chair of the IC, HRH is responsible for overseeing the operational management and development of the Award, which is largely carried out by the IS. It is imperative that the Chair of the IC gets regular briefings and updates on operational issues so that he is in a better position to provide appropriate leadership for the IC and indeed for the IAA World Forum. This puts the Chair of the IC at a distinct advantage over the other Trustees and International Councilors in meetings as he is fully apprised of all operational issues and also constitutional and administrative issues and challenges. Paul Arengo-Jones feels therefore that it was entirely logical that when the discussion concerned itself with operational matters that the trustees would feel slightly disadvantaged and generally defer to the experts, being TRHs or the Secretary Generals, and thus it was quite difficult to have robust debate around these sorts of operational issues. The Trustees are, to all intents and purposes, observers at the meetings of the IC and World Forum. However, in Trust meetings when the discussion turned to investment strategies – whether to place the investments into gilts, bonds, or whatever – the Trustees felt more at ease in debating these issues as they were either experts in these fields or had solicited expert advice from professionals and thus felt better equipped to debate these issues more thoroughly. The Trustees are not meant to delve into operational matters as this is not their remit. They sit as observers on the IC, World Forum and RABs to become more acquainted with operational issues and to lend their vast experience in the Award to these bodies. HRH, The

Earl of Wessex encourages Trustee participation at these regional levels.

With this real interest in operational matters and with a remit to clean up the lines of communication between the SG and IS and the Trustees, HRH, The Earl of Wessex set about reorganising the IC to play a much more meaningful role in ensuring that the operational issues of the SG/IS and IC and the executive and financial issues of the Trustees's functions complimented each other. HRH was intent upon creating mechanisms for the IAA to develop with frameworks that were transparent and universally acceptable and he spent a lot of time re-organising the processes and rules of membership of the IAA. HRH, The Earl of Wessex believes, now that the IC has developed a step-wise approach to be able to move from an IO to a full member NAA status, that this formalization process is proving invaluable in creating new emergent initiatives with the information and appropriate pathway to follow to become a truly empowered and contributing member of the association. Finland has followed this pathway over the past three years and is now, according to HRH, The Earl of Wessex, “a real powerhouse NAA” in the Scandinavian sub-region.

Another respondent feels that it is their specific duty on the committee to challenge the decisions made by the committee where appropriate – playing the role of the ‘conscience of the organisation’. All respondents feel that it is not difficult to challenge the Royals in committee because actually they are both very amiable about being challenged and are quite prepared to listen. However, many feel that they withhold this action due to lack of knowledge on specific matters, whereas the Royals were well briefed by the SG and the IS staff on the particular issues. They feel that if one was to challenge a decision then one must be well prepared with the facts on the issue. All respondents said that they could not remember any occasion that any issue became

divisive and by-and-large the trustees all get on well with each other despite the appearance of a number of seriously contentious issues over the years. Most respondents feel that they can challenge the Royals in committee on issues but some felt that they refrained from doing this due either to protocol or a lack of appropriate information on the contentious topic or due to time constraints of meetings. Some feel that it would be embarrassing and disrespectful to offer dissent publicly but all indicate that they would take up the matter privately if it worried them. One respondent feels that due to a lack of appropriate information at times, where only the Royals were privy to the fuller understanding/full picture, some issues would be dealt with in a manner that would be contentious and trustees would skirt issues, which could lead to some friction. However, at this level it is felt by one respondent that one needs to know “when to back off and when not to back off”. One respondent indicates that in fact HRH, The Duke of Edinburgh is a very wise man and when he gives his considered opinion on a matter it is almost impossible to contest the decision as it is well thought out and in all likelihood the best possible solution given the circumstances – not always the decision that people want to hear but ultimately the right one for the association. Additionally as HRH is so well briefed on matters operational before meetings and has a chance to engage in debates about operational matters it is unlikely that Trustees would contest operational issues outside of their area of expertise.

#### **4.2.1.4 Initiating role of the Royals [operational, participative]**

The Royals and in particular of late, HRH The Earl of Wessex, are playing a greater role in initiating new developments in the IAA. The SGs and Royals meet regularly to discuss areas of concern and possible solutions to these issues. The SG/IS are generally required to work on the proposed innovations and come up with a workable plan of action (with a forecast of costing) that is discussed at a later date between the Royals and the SGs. These prototypes are then

discussed in more detail with the appropriate bodies and so filtered into the IAA structures. The current terms of reference for the IC, regionalization, youth representation on the IC, franchising as a model for the international NAAs and licensing IOs are some of the recent innovations initiated and supported by the Royals and the SGs.

According to Chris Lowe in the initial years the IC was initially a reactive, rather than proactive, body for the actions of the IS. HRH, The Earl of Wessex set about redefining the terms of reference for the IC in 1992 and now the IC is more proactive in assisting the IS in setting strategy and policy in place and ensuring that proper and appropriate services are offered to all in the IAA. Also the IC needed to become equitable with its representation from the regions and hence the move to nominate three representatives from each of the four regions was proposed. Currently there are 12 non-trustee members [representing the regions] to 10 trustee members on the IC.

Respondents relate that it was recognized by HRH, The Earl of Wessex and the SG, Paul Arengo-Jones in 1996, at the brainstorm (initiated by the SG and HRH, The Earl of Wessex) at Windsor Castle with the Trustees, that the Award did not have a voice for young people. The IS was tasked by the Trustees with the job of working out how this could be facilitated (with cost approximations) and what the best mechanism to bring these young people into the top decision making structures would be. The formula of selecting 12 representatives (three from each region) from the International Gold Event held every three years in a country is a simple mechanism. All 12 members attend the IC held directly after the International Gold Event and from this group of 12, four representatives (one from each region) are elected to attend the subsequent IC meetings over the following two years and report on the progress of the issues that the International Gold Event

tasked them with, and also to imbibe the ethos and processes of the IC. All respondents say that this has proved to be an invaluable mechanism to involve the youth in leadership and management issues and has increased their credibility in their individual NAAs. Thus there are now 12 youth members elected from the four regions (three each) who attend IC meetings in an advisory capacity and in this way HRH, The Earl of Wessex has brought the voice of the participants to the ears of the decision makers and to the very centre of the Strategic Leadership domain.

The SG/IS has done a lot of work in collaboration with HRH, The Earl of Wessex to ensure that future growth is strategic and not haphazard. The Independent Operator (IO) level was identified as the best and easiest mechanism to strategically grow the Award at little cost to the IS. According to Gilly Shirazi, independent operators (IOs) were initially International schools (schools catering for expatriate students in foreign lands) in the early days and the leadership did not foresee such a rapid growth in non-school based (youth clubs, youth organisations, borstals, young offender institutions, etc.) IOs over the years. However, now that the IAA has over 58 IOs it is increasingly being seen as the most economical way forward for sustainable growth and development of the concept worldwide whilst not draining scarce financial resources from the centre. In fact many NAA's have re-aligned themselves to IO levels and are doing much better than when they were full member NAAs of the association. Gilly Shirazi adds that the move to IO level takes an enormous pressure off the national operation and allows sustainable growth within smaller pockets to flourish without the huge overhead costs attached to NAAs. The pressure on an NAA to be a national presence with all the concomitant overhead costs is huge. Some NAAs just cannot afford to cover their entire country and this initiative to downgrade some struggling NAAs to IO status (responsible for a tiny enclave/catchment area of Award participants only) is based on

sound financial and operational principles and may even lead to sustainable programme developments in these areas.

HRH, The Earl of Wessex is intent upon introducing the 'franchise model' to help increase capacity of the international NAAs to enable them to manage more agencies which will in turn enable them to reach more young people. HRH realizes, however, that such a substantial mind-shift change will take an enormous amount of talking, persuading and cajoling over the next couple of years. The Award is a service organisation and not a membership organisation and has always operated as a franchise in the UK. Introducing the franchise model to international NAAs will require good training and competencies to allow managers to let go and delegate and to become more involved in quality control by the leadership of the IAA and individual NAAs. HRH, The Earl of Wessex believes that it will require an entirely new set of management skills but the resulting increase in numbers of young people taking up the Award could be substantial. It will be a major step and an ancillary debate will be what to do with the local brand as the international 'global bird' brand becomes more and more popular. This could become quite a divisive and highly contentious debate in the future. At the moment double branding is the solution that many NAAs have arrived at and the IAA World Forum is comfortable with this system of branding.

The franchise concept proposed by HRH, The Earl of Wessex in the interview needs further exploration as it may appear to be something that the strategic leadership is interested in and appears to fit in neatly with the new strategic intent 2012 documentation produced by Cap Gemini Ernst and Young. The idea of using the franchise concept for the Award is not new as it has been in use in the DOE UK Award since inception in 1956. However, the majority of NAAs throughout the world do not utilize this decentralised cooperative model but choose instead to run their

Award programmes in a more centrally controlled manner. The franchise model was installed as the original method of offering and delivering the Award throughout the UK in 1956. HRH, The Duke of Edinburgh intended the Award to be offered through already existing and available youth services, agencies, institutions and government agencies and to be paid for via a 'capitalization fee' and administered by the local municipalities throughout the UK. The National Award Authority (NAA) would be empowered to sell the Award concept to any like-minded youth organisations that wanted it and the NAA would do the overall administration of the Award at the national level. The record books used to record progress of the participant's activities through the Award at each level, Bronze, Silver or Gold, was to be paid for by the participants themselves as a demonstration of intent and ownership of the process. It was felt that by purchasing the record book at each level the young person would attach greater value to the Award and therefore cherish the achievement and challenge more.

How NAAs grow and develop out of IOs, centres of excellence and smaller national programmes has been a concern of HRH, The Earl of Wessex for some time. HRH has spent a lot of time thinking about an appropriate system that would ensure a viable and sustainable growth and development path for these nodes of excellence. The methodology of NAA growth and development has generally been a function of donor finance and levels of adult volunteer assistance. As the Award has grown globally so the methodology of programme implementation and development in each country has evolved to suit the needs of these countries. Often the premise for operating the Award has been financial and this has been the major driver behind the strategies used by NAAs to deliver the Award programme. Many of these NAAs therefore depend upon financial viability as the means to survival and thus the methodologies used are sometimes top-heavy and money dependent. The centre – a national office – often drives them and

almost everything revolves around a key figure – the national director. The real challenge is to get this mindset of developing and implementing the Award programme changed in order to make it less dependent on key individuals. Thus HRH, The Earl of Wessex would like NAAs to understand that this basic franchise idea is to get the leadership of the NAAs to realize that (1) the business of the Award is about collaboration and partnerships with like-minded youth agencies and organisations; (2) that it implies a decreasing amount of direct control mechanisms and less governance over the young people who take part in the Award; and (3) they take more of a bird’s-eye view of operations than presently applies. Building up the NAA’s capacity to network with agencies in the country can grow the Award in a sustainable manner.

#### **4.2.1.5 Engendering a ‘club’ atmosphere and feelings of family cohesiveness [participative and operational]**

Most respondents feel that the level of influence exerted by the IAA through the IS and IC over NAAs is sufficient for proper and professional oversight to take place. Generally it is felt that the role of the IAA World Forum, through the IS, is not to wield a ‘big stick’ but to act as a watchdog and a mentor, and to maintain appropriate comparable standards across the world. The idea is that the Award is a club with its own set of rules of association and its own set of standards that need to be comparable the world-over. The IC, through the IS, will provide training, support and advice necessary to assist struggling NAAs. Also, the IC through the IS, will highlight any best practices and support these new ideas so that the entire IAA structure may grow and develop using these new models.

David Manson feels that there “needs to be a bit of a ‘stick and carrot’ approach but that the association is best looked at through the concept of partnerships”. The NAAs are made up largely of volunteers and one cannot order volunteers to comply. The stick is

generally used only when an NAA chooses not to conform to the international declaration and fundamental operating principles. What actually transpires is that, after repeated requests by the IC to conform, the offending NAA is expelled from the association. HRH, The Duke of Edinburgh likens this to being a member of a club with its own particular set of rules. “If one chooses to contravene these rules one is automatically showing disrespect for the entire club set-up and is ‘asking’ to be expelled.” The same applies to the association. More than enough time, effort and resources is proffered to any poorly performing NAA to allow it to correct any errors of application and if this fails then they essentially disqualify themselves from membership of the association.

According to two respondents the IAA was set up late in the 1980s and as such could scan and consult with the existing world youth organisations, like the Scouts and the Guides, and learn what had not worked for them and what they would like to change in their own structures worldwide if given the opportunity. These insights proved to be invaluable for the DOE Award as it set about creating the IAA and the rules of association. A lot of consultation occurred and this set the fundamental building blocks in place for the IAA. According to Paul Arengo-Jones a critical success factor for the IAA is the degree of autonomy that NAAs have in the association. The Secretary General has no authority over the NAAs, member NAAs either obey the rules of association and stay in the ‘club’ or disobey the rules of association and leave the ‘club’. The idea is that the ‘club’ must be something worth being a part of and that a benefit is accrued by being associated. That is the motivation that binds the NAAs together. If an NAA wants to be in the ‘club’ and the IS advises it to ‘toe the line’ and/or undertake certain actions in accordance with the wishes of the ‘club members’ then the secretariat is actually in a fairly strong position. The IS provides a service which acts as the glue – or as the magnet – that keeps the

IAA together. Paul Arengo-Jones believes that the IS needs to continue to deliver a service that the individual NAAs want and will appreciate. Chris Lowe says that the success of the Award is attributable to “(1) it is not a fad, the latest craze – it is solid and it has been around for half a century and it works and (2) HRH, The Duke of Edinburgh and the Royal family are undoubtedly a powerful magnet.”

#### **4.2.1.6 Self-assessment of the contribution of the Royals**

The Royals play a number of strategic leadership roles in the DOE Award, namely as figureheads, mentors, initiators, stabilizers, participants and preservationists. The researcher recorded, with the aid of some personal self-assessment from the Royals, their contributions in fulfilling these numerous roles in the DOE Award over time.

HRH, The Duke of Edinburgh feels that “the satisfaction of seeing so many young people apparently deriving some benefit from the Award was gratifying”. HRH, The Duke of Edinburgh believes that “if one sets out to assist young people, it is always quite a nice thing to see some sort of evidence in them succeeding. It is the business of having a real result instead of a presumed result because an awful lot of voluntary organisations have the best possible intentions in helping young people but find it actually quite difficult to ‘pin down’ any successes.” HRH, The Duke of Edinburgh feels that “the satisfaction of seeing the Award programme being taken up by so many different cultures and population groups around the world was surprising”. The fact that the programme is still regarded as relevant today does not, however, surprise HRH, The Duke of Edinburgh. He says that “the young people who have done it in the past have moved on and there are a new lot of young people coming in every year and mostly they don’t know their ...[own abilities] participating in the Award programme is a way of finding out.”

HRH, The Earl of Wessex feels that the IC “have seemed to have got a better grip on the services that the secretariat provides to the association in terms of the quality of the training and the quality of the management support.” As the IAA has grown so the World Forum has become too cumbersome to have informal debates. In this sense the IC, as the representative body, now plays an increasingly important role in providing this function to the association. Also, by bringing in business principles and aligning the work of the IS to the overall forward strategic outlook of the International Award Association, HRH feels that the IC has improved service delivery to the IAA. HRH, The Earl of Wessex believes that his main contribution to the DOE Award has been the special projects initiative which “makes a real difference for many seriously disadvantaged young people enabling them to change their lives for the positive”.

#### **4.2.2 Strategic leadership Group 2: The Trustees**

The Trustees play a number of critical strategic leadership roles in the DOE Award and their involvement is important for ensuring the overall health and welfare of the DOE Award. They play custodian, caretaker and investment specialist roles. The Trustees serve the interests of the IAA World Forum.

##### **4.2.2.1 Financial stewards**

Their prime function is to ensure that the trust funds are well invested and secure to enable the International Secretariat (IS) to use the necessary funds to reach out to as many young people as is possible throughout the world.

##### **4.2.2.2 Custodians and caretakers**

They are the custodians of the International Declaration and Fundamental/Operational Principles and attend to the general welfare/health of the Award. They are essentially the caretakers of

the DOE Award globally. Half of the respondents feel that they are the voice of their continent on the Trust body and that in this way they serve their region's NAAs at the highest level. Michael Glover feels that the activities of the Trust do not often serve the best interests of the NAAs as they deal only with financial matters at the expense of operational, strategic and practical issues that affect NAAs at country level. However, he goes on to say that the IC has vastly improved as a representative body and now serves this role most effectively. He does add that the regional directors should report to the Trustees more directly on individual NAA activity. This is a lone voice though and this is certainly not the view of any of the other high-level leaders that were interviewed. The general view is that the Trustees are the custodians of the Award with their main focus being to ensure sound financial management practices and investment strategies. The IC was created in 1988 as the executive body to the IAA World Forum and as a link to the Foundation Trust. It is more connected to operational matters and is very representative of the IAA.

#### **4.2.2.3 Regional overseers**

Very recently with the regionalization process the advent of the RABs has resulted in Trustee involvement at all three strategic leadership levels (Trust/IC/RABs) and this should prove useful for the future decision making process. The constant dilemma between having a centralized versus a decentralized IS structure has been addressed by the Trustees. The recent regionalization process addresses the issue of too centralized an approach and now the IS deals with the 'preserve' function of the DOE mission and the regional directors deal with the 'provide and promote' functions of the DOE mission.

This raises another concern though and respondents now feel that the real challenge facing the trustees and the IS, in a post decentralized, regionalized IS, is how strictly one should apply the

rules and regulations in such a diverse worldwide association. Over half the respondents believe that the IAA World Forum, through the IS, needs to be tougher in its approach to errant NAAs, which would fulfil their custodian role. Ensuring that the new proposed peer review system of getting NAAs in sub-regions to assess each other appears to be a more appealing method of influencing NAAs and ensuring comparability worldwide. Further, the current trend of 360° self-assessment peer reviews, initiated by the Royals and SGs and supported by the Trustees, for NAAs is about to be implemented and, respondents believe, is a step in the right direction and this would fulfil their caretaker and custodian roles. Similarly this new peer review system fulfils their investment and financial role as they are supportive of ways to provide services to the IAA that are better and more cost effective than in the past.

This new 360° self-assessment peer review system will be the most cost-effective way of providing formalized assessment throughout the IAA network worldwide. Additionally, it is an empowering and a sustainable format into the future. Finally, Chris Lowe feels that the job of the Trustees is to pick a competent chief executive and then be able to steer the Chief Executive Officer (CEO) along a common strategic pathway. The influence that the CEO would have would very much depend upon the CEO's leadership style, leadership paradigm and personality. The Trustees could assist wherever possible to lend credence to the CEO's decisions and policies, providing they fell within the broad ambit of the strategy 2012 guidelines, or were approved by the Trust and ultimately the IAA World Forum before being published. This would fulfil their custodian and caretaker roles as strategic leaders of the DOE Award.

#### **4.2.2.4 Self-assessment of the contribution of Trustees**

The strategic leaders in the Trust are often perceived to act in unison on issues before them and mostly they are guided by their

own levels of expertise in various fields. It is important, therefore, to take cognizance of their individual talents and skills as it is these attributes that would assist them in making decisions as a strategic leadership unit. Each strategic leader brings something different to the leadership table and it is how this collective contribution is managed by the chairman that leads to successful decision making and democratic, consultative results.

Sr. Judith feels that bringing in the ‘grass roots’ perspective to Trustee meetings is important. Bridging that gap between high-level financial matters – the implications of which have very far-reaching and telling consequences down the line – and the operational concerns and challenges facing the IAA in general is vital. Quite significantly this respondent feels that her apolitical position held in society assisted greatly in achieving a measure of approachability by everyone in the IAA structure. People feel that she was a ready ‘listening ear’ who is able to discern and distil issues and give them an honest answer with a positive spin. Her vast experience in Africa has really made a difference when discussing other inter-continental issues. Also the ability to serve has been central to her enjoyment and involvement in the Award at all levels. Sr. Judith feels that the meeting of different people from a host of different cultures, visiting so many different countries, sharing in their experiences and meeting their young people has been a highlight. Over her 33 years of involvement she has managed to travel to 46 countries in Africa, which is very special. Lastly the opportunity to serve at the highest level for 12 years has been a privilege and one that has left her greatly empowered.

Michael Glover feels that the role he played in getting the Trustees to see that the Award was exportable and that the African countries, particularly the French speaking African countries actually wanted to be a part of this Award has been very satisfying. Also the pleasure of working alongside HRH, The Duke of Edinburgh has

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been an amazing privilege. Michael Glover believes that persuading Mauritius to become involved in the Award and developing it to its heights in the 1990s as Minister of Youth and Sport – being a part of the process of reaching out to and developing thousands of young Mauritian people over the years – has been special. Also he believes that “the people who formed the IS, the Trust body, the IC and the IAA, are the ones who make this Award special”.

Chris Lowe feels that it is “the friendship, the people, the family atmosphere and the buzz of being involved in such an awesome organisation. Being able to give something back to society is a privilege.” Chris Lowe adds that “the sense of achievement, enjoyment of the work and doing something meaningful with my retirement were all motivating factors”. He enjoys the challenge of working for an NPO. Chris Lowe feels that maintaining the family atmosphere is essential and must never be compromised. He believes that this is what “makes the Award unique worldwide as a global organisation”.

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#### **4.2.3 Strategic leadership Group 3: The Secretary Generals and International Secretariat Executive staff**

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The Secretary Generals play a number of important strategic leadership roles in the DOE Award and their involvement is vital for ensuring the overall cohesion and implementation of policies for the DOE Award. They play coaching, pacesetter, democratic, initiating, financial control, operational responsibility and control, and implementing roles. The SG is appointed by the Trustees and answers on day-to-day matters to the IC and serves the interests of the IAA World Forum.

##### **4.2.3.1 Operational responsibility and control**

The Secretary General is more involved in an operational and initiating role. The SG and IS staff are required to be the implementers of the policies and practices that are agreed upon at

the Trust and IC bodies [and ratified by the IAA World Forum when it meets]. The SG is a strategic leader who is in control of the IS and its staff whose broad remit is to service the needs of the IAA worldwide. Gilly Shirazi is very pleased to note that the word of the IS is not regarded as ‘law’ to such an extent as it is in the past. More and more the questions that get asked are thrown back at the NAAs and sub-regional conferences for clarification. The appropriateness of what can and can’t be done in the Award appears to be less of an issue today. The International Handbook is undergoing revision for this very reason – to make it more appropriate for local interpretation. The changes are becoming less prescriptive and more interpretative which is what the Award is all about.

#### **4.2.3.2 Implementing a strategic focus**

Commander Loftus Peyton-Jones was the first Secretary General of the IAA and his job primarily was to make this body independent from the UK Award and to set up the IS as an independent body with its own office in London. His successor, Commander David Newing’s intent was to expand the Award worldwide and unite the International Trustees behind the work of the IS, whereas his successor, Mr. Paul Arengo-Jones’s intent was to consolidate the Award, concentrate on the systems of delivery, streamline the IS and design and implement the new regionalization process.

After Commander David Newing’s expansionist drives (through the 1980s), Mr. Paul Arengo-Jones (through the 1990s) was tasked to consolidate the Award worldwide and concentrate on service delivery. According to Paul Arengo-Jones, even though the IS did not go out of its way to enrol new countries, the Award programme proved to be sufficiently good and robust so that in many cases it just grew whether the IS liked it or not. The IS felt that it could not turn people away and so there resulted a steady growth, albeit much

slowed down to the previous growth experienced in the 1980s, despite attempts to consolidate.

Michael Glover says that “the previous Secretary General, Mr. Paul Arango-Jones had done a good job of visiting NAAs and finding out what it was that really concerned them”. He feels that Paul Arango-Jones really listened and set a good example for the leaders of NAAs to follow. Michael Glover further states that “Paul Arango-Jones was responsible for the resurgence of training and service provision to the NAAs worldwide – he entrenched the spirit of the Award family and enhanced its presence in the association”. Michael Glover believes that the NAAs felt loved and cared for under Paul Arango-Jones’s tenure.

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The incoming Secretary General, Mr. David Manson’s intent appears to be to entrench the regionalization process in the IAA, consolidate the financial resources necessary for the implementation of the forward strategy 2012 and ‘professionalize’ the IS and IAA in a way that brings the Award closer to the practices of the business world without yielding any of its unique characteristics as a global NPO organisation.

According to three respondents the basic idea is to get the entire IAA fully conversant with the strategic concept of partnerships and alliances as being the preferred mechanism of attracting young people to the Award. Further the Secretary General, Mr. David Manson, believes that young people need not be seen as being ‘our’ Award youth or ‘their’ scouting/guiding youth because the DOE Award is a programme and as such appeals to all movements, groupings, clubs and societies and all young people everywhere. The Award is not in competition with anyone and as such should be growing via partnerships and alliances with existing bodies worldwide and should not be ‘wasting’ resources, both human and financial, on re-inventing the wheel by developing its own structures and programmes.

#### 4.2.3.3 Balancing the books

The new Secretary General, David Manson, says that having enough money is important. Most respondents singled out the ‘balancing of the books’ and correcting the annual shortfall as being one of the most urgent challenges facing the IS and Trustees. Completing the regionalization process and applying the new strategy 2012 vision are seen as being amongst the other very important challenges. David Manson believes that consolidating the Award and concentrating on the strong NAAs seems appropriate now after a long period of expansion over the past 15 years. The new Secretary General’s prime focus for the short term concerns the sourcing of donor income. The SG succession process was well managed by the outgoing SG and the Trustees and was very transparent throughout the appointment process. There has not been too much downside to the appointment of a ‘corporate man’ to this philanthropic organisation with just one RD departing for personal reasons and one executive fundraiser departing to ‘greener’ pastures. The Trustees are hoping that this new Secretary General will make a big impact on the organisation with his business-minded approach and new ideas relating to finding business solutions to bottlenecks, the desire for more operational control, implementing peer and 360° self-assessment reviews, devolving organisational powers to the ‘pillar’ user units, overseeing expenditure cuts and professionalizing the services that the secretariat is to offer its customers.

Most respondents believe that the Award will overcome the current financial headaches with some fairly prudent management. The real positive spin-off of this crisis has been the genuine desire by Trustees to become much more involved [as observers] in matters operational at the regional level and at the IS. This should lead to a much more empowered and knowledgeable trust body that should make better informed decisions concerning the financial viability of

strategies in the future. The IAA World Forum becomes better serviced by strategic leaders that are committed to, involved in, and concerned for, all levels of efficiency in the global DOE Award organisation.

#### **4.2.3.4 Self-assessment of the Secretary General's contributions**

The Secretary General's strategic leadership role is vital in the triumvirate. It is the SG who often initiates, with the Royals, new processes and policies and the SG is expected to pull all the separate strategic leadership bodies together in a broadly collaborative and consultative mechanism, ending up ultimately with a resolution to the IAA World Forum at the end of the process. The different SGs over time brought very different skill sets to the process and their self-assessments were recorded.

For Paul Arengo-Jones it was the setting up and implementation of the International Gold Event (IGE) and the role their 12 youth representatives play on the IC that he rates as his significant contribution. He relays that in discussions with colleagues from the 'Big 7' world youth organisations - (the Alliance of the seven largest youth NPOs worldwide: World Organisation of Scouting Movements, World Association of Girl Guides, Young Men's Christian Association, Young Women's Christian Association, International Youth Foundation, The Federation of Red Cross and Red Crescent Societies and the International Award Association) – the present DOE IAA youth representative process appears to be the best and most cost effective format for ensuring youth representation at the highest levels in the organisation out of all the major world youth bodies and movements. Also, for Paul Arengo-Jones, initiating the 'Big 7' alliance of youth organisations worldwide was special. He does believe, however, that the major work in consolidating the work of this alliance at regional level is still to come but at least some top-level groundwork and a pilot implementation phase have been completed and this could prove to

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be good news for the award globally in the future. Paul Arengo-Jones believes that “having a central strategic intent was important and getting everyone to buy-into it was very satisfying”. He enjoyed being in-charge of such an important NPO organisation doing such good work worldwide.

Gilly Shirazi, the deputy Secretary General, feels that maintaining the family atmosphere is essential and must never be compromised. It is what makes the Award unique worldwide as a global organisation. Gilly Shirazi also feels that the role she played in capturing the policies and procedures, writing the international handbook and maintaining a paper trail for all-important events, decisions and activities is important. Organizing the World Forums was her specialty and great effort was placed on inclusivity at these tri-annual international gatherings. Gilly Shirazi feels that “the meeting of so many different people from around the world and immediately feeling that there is something in common with them as being quite unbelievable. The family ethos surrounding the Award is special to the IAA and has been worth all the effort over the years.”

#### **4.3 Conclusion**

This research has attempted to understand the role of the DOE Award’s strategic leadership in attaining global success as a NPO. This research involved an in-depth look at the DOE Award organisation in the context of the NPO sector. The goal of this research was to understand the phenomenon of strategic leadership in the DOE International Award over the past 16 years, since its inception in 1988. The researcher interviewed eight strategic leaders of the DOE Award strategic leadership structures and analyzed the data from archive records and from statements in the annual reports from 1988 to 2003.

In trying to convey the participant’s explanation of this strategic leadership phenomenon as it relates to their role in the DOE Award as an NPO two main themes emerged in the study that needed further clarification:

- The nature of the DOE Award as a global NPO, and
- The nature of strategic leadership in the DOE Award.

This chapter dealt with the nature of the strategic leadership in the DOE Award and the role of powerful and influential strategic leaders within these structures. This chapter explored the growth and development of the DOE Award and related the DOE Award's global presence and success to the various roles of the strategic leaders as a collaborative cooperative grouping [the triumvirate] and as individuals [the Trustees, International Councillors and the Secretary Generals/Executive IS Staff team members] all serving the IAA World Forum as the ultimate authority. The phenomenon of the 'club' and the family atmosphere that this organisation engendered and its role in cementing this collaborative effect was also discussed.

The researcher will attempt in the following chapter to link these two main themes of strategic leadership and its impact on the DOE Award as a global organisation with reference to related literature to further illuminate this understanding of the phenomenon of strategic leadership in a global NPO.

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## SECTION III: REFLECTIONS

### CHAPTER 5 DISCUSSION

#### 5. Introduction

This research has attempted to understand the role of the Duke of Edinburgh's (DOE) International Award Foundation's strategic leadership in inadvertently achieving global growth and success as a Not-for-Profit Organisation (NPO). This research involved an in-depth look at the processes involved in leadership at the top level in a global NPO. The goal of this research was to understand the phenomenon of strategic leadership in the DOE International Award since its inception in 1988. The researcher interviewed eight strategic leaders of the DOE Award IAA structures and supported the information from archive records and from statements in the annual reports from 1988 to 2003.

Two main themes emerged from the interviews, which were expanded upon in separate chapters [3 and 4]. Chapter 3 dealt with the theme relating to the DOE Award as a global NPO and Chapter 4 dealt with the theme of the collaborative cooperative nature of the strategic leaders in the DOE Award.

The researcher will attempt in this chapter to link these two main themes to illuminate the understanding of the phenomenon of strategic leadership in a global NPO. These two themes have been broken down into three sub-sections, namely the nature of the DOE Award as a global NPO, the advent and development of strategic leadership in the DOE Award, and the collective nature of this strategic leadership. This chapter links the insights generated by the respondents to the literature concerning organisational growth, culture, general business empowerment, solidary incentives, close and distant leadership and global alliances. The advent of strategic leadership in the DOE Award and its cooperative, collaborative and individualistic characteristics, which includes succession planning, will be linked to theoretical models that may help to explain the phenomenon of strategic leadership in NPOs.

## **5.1 The nature of the DOE Award as a global NPO**

### **5.1.1 Towards a new business-driven DOE Award**

There is no doubt that the DOE International Award Association has grown significantly over the past 16 years. Strategic leadership advocates the establishing of balanced organisational controls. This infers a balance between the operational, strategic and financial aims and goals of the organisation. Success and growth will undoubtedly challenge this balance and strategic leaders must constantly work at maintaining the desired balance between these main functions if effective management is to be achieved by the strategic leadership. Broadly speaking, the overarching role of the Secretary General of the DOE International Award Association is to ensure that appropriate professional services are provided by the international secretariat to all the members of the IAA.

The trend is to regard NPOs more and more as businesses today, and in some cases, NPOs are required to report to their numerous stakeholders as no other traditional business is required to do by law. This is supported by the views of some of the respondents who states that the DOE Award is moving rapidly towards a ‘business-driven’ model and a ‘professional business mind-set’. The appointment of a ‘business-minded’ Secretary General in early 2004 seems to support this new strategic outlook of the DOE leadership. In one of the interviews, Chris Lowe feels that “the job of the strategic leaders was to pick a competent chief executive and then be able to steer the Chief Executive Officer (CEO) along a strategic pathway. The influence that the CEO would have would very much depend upon the CEO’s leadership style, leadership paradigm and personality.” The Trustees could assist wherever possible to lend credence to the CEO’s decisions and policies, providing they fell within the broad ambit of the strategic guidelines, or were approved by the Trust before being published.

As the DOE Award has grown internationally so the need for financial assistance to support the needs of the IS and the IAA members, where appropriate, has grown also. Therefore the more successful it becomes and the more this NPO offers its services to individuals worldwide, the more it

costs the centre to administer these members. Profits are not generated as in normal business models. The DOE Award strategic leadership faces a real dilemma in that the Trustees invest the trust funds for real cash returns to enable the IS to offer free services to the entire IAA. The IS invests time and effort [which cost money] in NAAs and their people and their returns are measured in skill acquisition by NAAs and people, satisfaction levels and enrolment figures, etc. and not purely in traditional cash terms. This occurs despite the increasing need for cash reserves to provide an appropriate service to their growing client base. This dilemma facing the strategic leaders is a very difficult one to overcome in the short and medium-term. The present discussions and forward strategies around the concepts of franchising, partnerships, strategic alliances and 'profit' centers is aligned to the necessary characteristic of empowerment and visionary leadership inherent in strategic leadership theory. Strategic leaders will look at reducing the outflows of cash in the provision of services. Likewise they will look at models to increase the reach and participation numbers in the DOE Award worldwide. Increasing donor funding, moving towards levelling a capitalisation fee payable by agencies using the DOE Award and promoting self-sustainable mechanisms will be important issues for the strategic leadership to promote in the future. Ensuring that an appropriate 'return on investment' for IS executive staff appraisal visits and Regional Director-led workshops is attained may become the norm in the future. This 'return on investment' will be measured in how quickly the targeted NAA's become self-sustaining and likewise how the IS can curb expenses during such visits. The determination of this return on investment/expense will be measured via a number of different indices some of which will involve cash. The desire by the members to conform to the mission, values and goals of the IAA will become the milestone for future membership of this association.

The Secretary General plays an important role in this equation whereby he has to get the most out of a largely volunteer body with little leverage over them save for their passion and commitment to the vision and mission of the organisation. This dichotomy of roles puts the Secretary General in

certain circumstances in a difficult leadership position: (1) the paid staff relates to him as a Chief Executive Officer, and (2) the strategic leaders and members of the IAA often view him as a Secretary General. The constitution gives the SG the powers of a SG and not those of a CEO. That is, the SG does not have any power to exert changes to the operational and reporting structures within the IAA yet he has a paid full time staff that is empowered to serve this IAA structure. If the SG is expected, as he is at present, to become more business-like and produce tangible results then his job is made all the more difficult by not giving him the executive powers to control the destiny of his membership. His role is to serve the needs of the IAA and to respect that they are volunteers who subscribe to the general fundamental and operational principles of the DOE Award.

The DOE Award International Secretariat is the body that influences and cajoles the IAA into action on the ground. This IS has no real power over individual NAAs. The IS has only one tool available to them to manage the NAAs, and that is to rescind their operating license and this is the problem. As the SG he can only try and cajole, influence and persuade people to do what the Trustees and IC want them to do for the development of the Award. He can ask the questions concerning the programme accessing more people and maybe expanding into disadvantaged or disabled areas. The IS can not make the NAAs do anything else whatsoever save for adhering to the basic tenets of the Award declaration, fundamental and operational principles. Article 4.4.1 is the only part of the constitution where it says “the Secretary-General Secretariat may reasonably require an NAA to do something” (taken from interview notes with Mr. David Manson). As the SG this is the ultimate authority he may exert.

The DOE Award wishes to move towards a more franchised based operation globally, but this will be a difficult task without the controlling strings. If an NAA is underperforming or dormant, the SG, with instructions from the IC, could send a warning letter of possible retraction of their licence allowing them to operate, but this sort of reactive action is often counterproductive and no real solution is found in this process. There is no doubt that the DOE

Award Trust will have to look at the role of the SG and provide this position with more wide-ranging executive powers if this NPO is to move forwards onto a more business-like footing with its operations worldwide.

### **5.1.2 Managing organisational growth**

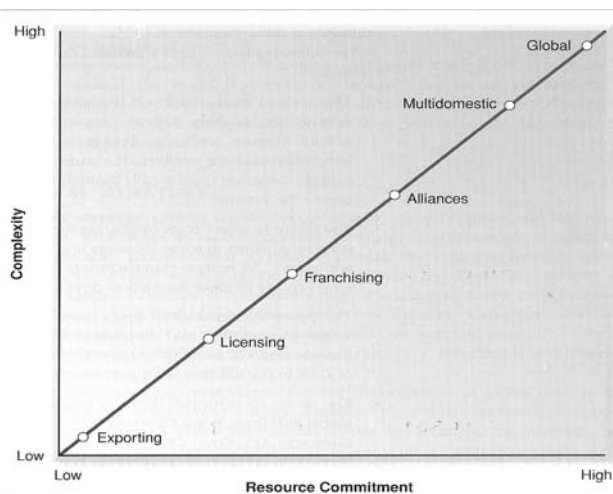
Greiner's (1972) growth model can be used to demonstrate the various growth phases that the DOE Award has passed through over the past 15 years. In relating Greiner's (1972) Growth Model to the DOE Award it is apparent that phase one was creative and occurred in the late 1980s with the registration of the IAA Foundation. The leadership crisis faced by Commander David Newing that ensued was, according to Greiner's (1972) model, predictable. According to Greiner (1972) organisations go through phases of growth [evolution and revolution] as well as periods of stagnation, or even decline in times of crisis. The expansion of the programme in the early 1980s led to major problems in the early 1990s and it was this evolution that led to the revolution under a new SG and the start of phase two, the direction phase. With Paul Arengo-Jones the new growth management strategies were implemented and greater control was taken by the strategic leaders, in particular HRH, The Earl of Wessex as the IC Chairman. This led to an autonomy crisis with NAAs asking for local support and solutions to their local problems. The IS was viewed as too distant from the action in the field and the entire organisation moved towards allowing local and lower management to make decisions. This flattening of the hierarchical structures and inclusivity in making leadership decisions inevitably has led to the regionalization process.

The DOE Award appears to have entered phase three, the delegation phase, now with its decentralized organisational structure of regional directors. This phase is characterized by operation and market level responsibility, profit centres and financial incentives, decision-making based on periodic reviews, top management acting by exception and rare and formal corporate communication, supplemented by field visits. This, according to Greiner's (1972) model, leads into a period of relative prosperity for the organisation until the top management feels a loss of control. The strategic

leaders interviewed expressed concerns about this phase whereby they feel that the regional directors could start to act more and more independently of one another and thus face a control crisis which would propel the organisation into the next phase, being the co-ordination phase. It is possible that this phase is about to be implemented via the strategic leadership initiatives of the new SG. The SG is mindful of the disparate efforts of the regional directors and the time is right for more coordination to take place between these far flung regional centres and the head office in London. Cognizance must be taken of the red tape crisis that Greiner's (1972) model forecasts may happen as a natural progression along the growth continuum. Greiner's (1972) model is a descriptive model that can be used to help the DOE Award understand the phases that it has gone through over the past 16 years. It also gives meaning to the different management, leadership, organisational and co-ordination mechanisms that were at work at different times throughout the tenure of the various SGs over the past 16 years.

The strategies used by the DOE Award can be explained in the model proposed by Hellriegel, Jackson and Slocum, (1999) in Figure 5.1 below.

Figure 5.1: Strategies for International Operations  
(Hellriegel *et al.* 1999: 121).



As complexity of operations increases so does the resource commitment. Licensing infers fairly low organisational complexity and also fairly low commitment of resources by the head office. As an organisation moves through to strategic alliances and partnerships so the level of organisational and operational complexity increases and so does the commitment of resources by the head office to the venture.

In its infancy in 1988 the DOE Award had low levels of complexity and resource commitment. As interest grew in the Award internationally the DOE Award moved through the exporting stage (1960 – 1988) to the licensing/franchising stage (1988 – 2003) and is now approaching the strategic alliance/partnership phase (2004+). The implications of this progression from exporting through licensing and franchising to alliances and partnerships is that the IS will have to commit more and more resources [both financial and operational] to ensuring the success of these alliances and partnerships. Similarly, due to this move towards alliance and partnerships the DOE Award IS will become a much more complex organisation as it improves its global reach and entrenches its professional approach to development.

In the past the international business strategy used by the IAA to grow its business was one of exporting and then licensing (see Figure 5.1). The current trend is towards franchising where the ‘parent’ organisation (IAA World Forum in this case) grants the individuals/countries the right to use its trademarked name and to produce and sell its goods and services. The franchiser provides franchisees with a complete assortment of materials and services for a fee. Aligned to this there is a growing desire by the Secretary General to form alliances and/or partnerships with other global youth organisations. According to Hellriegel *et al.*, (1999) an alliance strategy involves agreeing with other organisations to pool physical, financial and human resources to achieve common goals. A global strategy of partnerships would stress consistency, standardization and a low relative cost of offering the Award to the world’s youth population aged 14 – 25. Top managers would focus on co-operation, coordination

and mutual support of each others joint-ventures worldwide. Thurow, (cited in Gibson, 1998: 239) believes that in tomorrow's global economy, "there will be very tough economic competition, but the common environment will require global cooperation." This trend towards cooperative alliance and partnerships for the Award globally came out of the research interviews and fits in neatly with the models that try to describe this phenomenon. The moves by the IAA leadership to be recognized as one of the 'Big 7' alliance partners (Alliance of the seven largest youth organisations worldwide) has been good for the image of the IAA as a global player. Being the baby amongst the other alliance partners has its benefits. Not too much is expected of the IAA in this role and quite unexpectedly the IAA plays a co-ordination role in the alliance meetings separating the larger youth organisations and acting as the impartial member of the family. The IAA has one unique selling point in that at most NAA levels, the President of the country acts as the patron of the Award programme and so the NAA has direct access to the President and his or her office. This is often not the case with the other much older global youth movements, despite their size and impact at the local level.

## **5.2 The advent and development of strategic leadership in the DOE Award**

Initially, in the early 1980s, the DOE Award showed a *laissez faire* attitude to leadership and the roles relating to strategic leadership were not prominent. The DOE Award was allowed to develop internationally almost at will and unencumbered by the DOE Award UK. In fact there was surprise that the Award had actually grown outside of the UK's borders. The DOE Award UK tentatively supported this international growth until the international department's work began to impinge on its own operations within the UK. By the early 1990s the DOE International Award had become constitutionally and financially independent of the DOE Award UK and had grown to some 40 NAAs worldwide. This rapid growth spurt was largely unplanned for and led ultimately to a financial crisis for the DOE Award Foundation in the mid-1990s. The result of which was the appointment of a new Secretary General to consolidate the work of the Award worldwide, reduce core costs and come up with forward strategic plans that would lead to a more sustainable development process for the future. The 1990s saw the

emergence of the triumvirate as the strategic role players and their individual role as power players [great groups] being the Trustee group, the Secretary General's group and the Royals. However, there are times when these three groups get together, primarily through the IC meetings and the RAB meetings, to collectively initiate and exert strategic leadership in a collaborative cooperative manner.

When trying to apply Mintzberg's (1975) strategic leadership roles to these three groupings, it is important to note that the interpersonal [figurehead, leader, liaison] and informational [monitor, disseminator, spokesman] roles appear to be covered primarily by the Royals and the Trustees respectively. Mintzberg's (1975) decisional [entrepreneur, disturbance handler, resource allocator and negotiator] roles appear to be catered for by the Secretary General's grouping. These would account for the individual strategic leadership roles and processes that these groupings bring to the DOE Award. Ireland and Hitt (1999) talk about the impact of top management teams or great groups on the strategic leadership process. The collective intellect of these three groups in collaborating and cooperating through the IC and RABs to accept responsibility for organisational outcomes; to learn from multiple parties [via the nature of the IC whereby all parties are exhaustively polled on all matters before decisions are made]; and to embrace information and knowledge acquisition [via open and transparent democratic processes] is apparent and accounts for the unique manner of strategic leadership found in the DOE Award internationally.

According to most respondents the early uptake of the Award in the late 1980s was largely unplanned, despite the Secretary General of the time (Commander David Newing) being intent upon a strategy of growing the Award globally. The fact that this growth caused a deficit to appear in the books of the association was significant as it highlighted the folly of this strategy of undertaking global growth without appropriate resources for the IS being secured beforehand. This problem also highlighted a further issue of the lack of proper control mechanisms being instituted by the leadership over the direction and day-to-day workings of the Secretary General and the IS staff. When the Trustees became aware of this problem the operational strategies were altered and a new Secretary General (Mr. Arengo-Jones) was appointed to take a new strategy of consolidation forward.

Newings' misalignment with the strategy of the SG and the wishes of the Trust caused some discomfort for the leadership and it was around this time that HRH, The Earl of Wessex was asked to serve on the IC as the Chairman to ensure proper overseeing of the day-to-day operations of the IS. The use of the IC as the broker between the Trustees and the operational side of the Award is a noteworthy development and one that has been strengthened by the work of HRH, The Earl of Wessex over the past decade.

Although the IAA World Forum has the legal authority and ultimate decision making authority, the phenomenon of the ruling triumvirate at the head of the strategic leadership structures supported by the representative advisory IC was an interesting research outcome. Schein (1970) discusses Likert's overlapping-Group model as a system of interlocking groups connected by individuals who occupy key positions of dual membership serving as linking pins between groups. HRH, The Earl of Wessex plays this role between the Foundation Trust and the IC. The designated regional Trustees play this role between the Foundation Trust and the RABs. The IC plays this role between the members of the IAA and the Foundation Trust. The SG plays this role between the IS Executive and the IC/Trustees. Likert's overlapping group model (Schein, 1970) gives the DOE Award a theoretical framework to help understand the various overlapping roles played by key strategic leaders in the Triumvirate. This overlapping of roles is significant and may be the key to successful strategic leadership of a global NPO of this nature. With the DOE Award manifesting itself along broadly democratic lines the interrelatedness of key strategic leaders is noteworthy. This finding does not detract from the fact that the IAA World Forum remains as the ultimate decision-making body and needs to endorse all decisions made by the strategic leadership at its triennial World Forum meetings. The IC acts as its advisory body between these meetings to ensure operational continuity and to provide day-to-day leadership for the IAA, through the IS.

### **5.2.1 Their Royal Highnesses**

Their Royal Highnesses play a number of roles namely, as a figurehead, leader, liaison, monitor, spokesman, and disseminator (Mintzberg, 1975). They also play mentoring, initiating, stabilizing, participating, preserving

and democratising roles. A discussion of the most prominent roles that they play in the DOE Award follows.

HRH, The Duke of Edinburgh's role as the founder is exceptional and a very unique feature of this NPO. According to Dartington (1996), a founder has a moral authority that is almost unchallengeable. The various numerous roles of the Royals (Group 1) are important to highlight. Their Royal Highnesses (TRHs) play a very significant figurehead role in the Award programme both at National and International level. According to Ireland and Hitt (1999) strategic leaders need to be visionaries. They need to be confident and need to demonstrate the importance of integrity by their actions. They need to lead by example and build relationships. The Royals play this role internationally and individually in the strategic leadership structures. They also bring to the strategic leadership structures a status and respectability that would be hard to emulate in traditional business settings. The role of initiating and driving changes to operational challenges is fascinating in that it is unusual for the top level leaders of any organisation to get so heavily involved in operational matters. Additionally TRHs provide sage advice and stability to the Award programme worldwide and are considered a constant force for good by the IAA.

Respondents feel that HRH, The Duke of Edinburgh is an articulate, intelligent, committed, knowledgeable, experienced individual and also very personally engaged in the affairs of the Award. Further they feel that it was fortunate that his leadership has been wise and good over the years and that he has been responsible for setting the tone of leadership throughout the IAA. This tone can be described as being responsible, caring, sincere, active, committed, concerned for young people and involved in the Award at all levels. In applying the figurehead role (Mintzberg, 1975) to strategic leadership theory, HRH The Duke of Edinburgh is an example of such a figurehead for the DOE Award worldwide. As one respondent said "HRH is such a respected international statesman – it would be hard to believe that there is anyone in the world who would not have heard of him or the Royal family" (Gilly Shirazi,

2004). HRH, The Duke of Edinburgh sets a fine example for the young people to follow and as such is a force for good in this NPO. The Waldman and Yammarino, (1999) model of close and distant CEO charismatic leadership (see Figure 1.3) is an attempt to gain an understanding of charismatic leadership effects across hierarchical echelons and levels of analysis. This model relates well to the figurehead role played by HRH, The Duke of Edinburgh in close situations with the strategic leadership structures of the DOE Award and in distant situations with the individual NAAs in the International Award Association and participants in the Award programmes worldwide. The head of any organisation needs to perform some ceremonial duties and these tie in closely with the essential elements of strategic leadership.

It has been vital to have HRH, The Duke of Edinburgh involved in fulfilling a monitoring role (Mintzberg, 1975) since inception as this has negated any change in management practices over the years that may have altered the very nature of the Award. With such an international presence the Duke has been central to maintaining the fundamental and operational principles of the Award and essentially has only allowed an age range change from 18 as the upper limit to 25 as the upper limit. The fundamentals of the Award have remained true to the original concept over its 48 year history and without HRH, The Duke of Edinburgh's authority and presence; the Award would have bowed to international pressure to change the lower end of the entry age a long time ago. Many believe that this one change alone would have been to the Award programme's detriment with many others to follow.

A significant feature of the DOE Award is that both Royal Highnesses are very active and interested in the work of the Award and do enormous amounts of work to assist the IAA attain its vision and mission [figurehead, leader, monitor roles (Mintzberg, 1975)]. They travel round the world to enhance the name of the Award and thank all volunteers and participants [disseminator, liaison roles (Mintzberg, 1975)] for their involvement in the Award.

The Royals represent a social status that is the ultimate statement for some people. Being associated to this status is for some members an enormous motivation for group cohesion and obedience. Etzioni (1975) would liken the DOE International Award Association to a normative organisation that uses a mixture of pure normative and social power to attain its goals. Normative power is derived from the hierarchical system inherent in the workplace. Those people further up the ladder hold more power than those further down the ladder. Social power refers to the social standing of people in the structures and power is ascribed according to status and social class. Clark and Wilson (1961) would rather relate the DOE International Award Association to being a mixture of solidary and purposive incentive systems and motives. Solidary incentives arise “from the act of associating and include rewards such as socialising, congeniality, a sense of group membership and identification, the status resulting from membership, fun and conviviality, the maintenance of social distinctions, and so on” (Clark and Wilson, 1961: 134 – 135). While solidary incentives are disconnected from the aims of the organisation, purposive incentives are derived primarily from the “stated ends of the association, rather than from the simple act of associating” (Clark and Wilson, 1961: 135). The purpose of associating therefore goes beyond relationships and entails attempting to change the status quo through organisational endeavours. The power that the Royals exert over the association is implicit and immense. Being a part of an association that is so well entrenched in society, is so well supported by world renowned figureheads and enjoys high profile patronage at all levels makes it difficult to leave such an association. Thus leadership sacrifice is a unique feature of this NPO and one that adds credence to its nature and core values and purpose.

### **5.2.2 The Trustees**

The roles of the DOE Foundation Trustees (Group 2) are crucial and are underpinned by their roles as caretaker and custodian [monitor, spokesman leader roles (Mintzberg, 1975)] of the rules and regulations, the International Declaration and the operational and fundamental principles of

association. The Trustees also act in the best interests of the IAA by ensuring that the capital and income revenues are properly invested and utilised so that the returns are sufficient to operate the IS in the short and in the medium-to-long term. Without the trustee's caretaker and custodian roles the DOE Award could disintegrate over time. The strategic leadership structures ensure calm, ethical and stable governance [which is delegated to these strategic leadership structures by the IAA World Forum] whilst maintaining a strong democratic consultative ethic [sustaining effective organisational culture, emphasising ethical practices, establishing balanced organisational controls] (Hitt, Ireland and Hoskisson, 2003) amongst the IAA membership.

### **5.2.3 The Secretary Generals**

The Secretary Generals play a number of roles namely, entrepreneurs, disturbance handlers, resource allocators and negotiators (Mintzberg, 1975). They also play initiating, operationalising, participating, coaching, serving/compliance, implementing and authoritative roles.

The Secretary Generals (Group 3) and IS Executive Staff invest most of their time in operational matters and the implementation of strategic leadership strategies and goals. The Secretary Generals (SGs) also have to initiate forward strategy and drive the current strategic intent of the Foundation whilst maintaining service levels to the members of the IAA. Their role is one of compliance with the wishes of the Trust and IC on the one hand and attending to the needs of the IAA on the other. It is a fine balancing act that requires skill and sound management ability.

## **5.3 Collective nature of strategic leadership in the DOE Award**

### **5.3.1 The Triumvirate**

The triumvirate works as a collective on numerous occasions and fulfils five distinct roles. The triumvirate fulfils leadership roles, they deal with tensions in the IAA, they provide co-ordinating structures to enhance operational and functional efficiencies, they ensure that their independence is important yet provide for close co-operation between the strategic

leadership bodies and the members of the IAA and they provide close and distant leadership relationships in the DOE Award globally.

#### **5.3.1.1 Fulfilling leadership roles**

Ireland and Hitt (1999) believe that the collective intellect generated by a top management team [a great group] is necessary for effective strategic leadership to occur in an organisation. Individual strategic leadership groups, or individual leaders, who collaborate to work together for the 'good of the whole' (Ireland and Hitt, 1999: 47) are acting as a collective even though the individuals may be inherently powerful in their own right. According to Hitt, Ireland and Hoskisson (2003), to be effective, leadership needs to be executed through interactions that are based on a sharing of insights, knowledge and responsibilities for achieved outcomes. These interactions occur between the great groups [the triumvirate] and the stakeholders in the DOE Award. The nature and workings of this triumvirate is an appropriate example of collaborative, cooperative and collective strategic leadership. The Royals, the Trustees and the SGs all appear to work independently of each other yet when appropriate they work collectively and cooperatively [through the IC and RABs) to provide strategic leadership to the IAA World Forum.

The Minzberg (1975) roles are all being exercised by the three great groups with some overlap between the groupings (Table 5.1). The spread of roles across the groupings is appropriate but tensions may surface from time to time with the involvement of individuals within the great groups in all three major role groupings, namely; interpersonal, informational and decisional roles (Mintzberg, 1975). This blurring of the boundaries between individual great group roles is a natural phenomenon. Potential tensions between these groupings and the World Forum membership are facilitated by the IC as the regulating mechanism for the IAA. The IC is in a perfect position to act collectively, cooperatively and collaboratively for

the good of the entire IAA structure. The IC as the collective intellect of the IAA facilitates interactions that are based on a sharing of insights, knowledge and responsibilities for achieved outcomes (Ireland and Hitt, 1999).

Table 5.1: Strategic leadership roles of the Triumvirate groups.

<b>ROLES</b>	<b>ROYALS</b>	<b>TRUSTEES</b>	<b>SGs</b>
Figurehead*	√		
Leader*	√	√	√
Liaison*	√	√	√
Monitor*	√	√	√
Disseminator*	√		√
Spokesman*	√		√
Entrepreneur*			√
Disturbance Handler*			√
Resource Allocator*			√
Negotiator*			√

\* Ten strategic leadership roles (Mintzberg, 1975)

### **5.3.1.2 Dealing with tensions**

Any tensions that do exist in the IAA are minimized on the one hand and maximized on the other hand by the involvement of the Royals. The positives (and the minimizing of tensions) due to the Royal involvement are the figurehead role they play, the mentoring, stabilizing and preserving of the Award formula and the participative and initiating roles at operational level. They provide status and add a certain global respectability to the Award programme. Additionally they are a part of an extremely powerful mechanism that the IAA uses to reward their adult volunteers. The negatives (and the maximizing of tensions) due to the Royal involvement are possible tensions that may surface due to the overlap of roles between the SGs and the Royals.

On the one hand it is a unique feature to have the whole hearted involvement of the Royals in the business of the DOE Award yet on the other hand it may lead to role confusion and a lack of strategic leadership in some cases. The SGs (particularly new SGs) may feel that certain areas of the DOE Award business are not theirs to explore/govern. However, due to the democratic, open and transparent nature of the DOE Award organisation it is believed that within a short period of time this possible area of confusion should be ironed out.

The one area that stands out as very challenging for the strategic leaders is the role of the SG who is expected to operate the IS as a service but has no real power to manage any change processes. The SG is expected to exercise most, if not all, of Mintzberg's (1975) strategic roles with the least amount of power. The SG's role would be particularly difficult for a person who is unfamiliar with the way the DOE Award operates [such as a business person who has never been exposed to the work of the DOE Award before] as an organisation and this area of the strategic leadership needs special mentorship.

#### **5.3.1.3 Co-ordinating structures**

The IC body is the instrument through which the triumvirate co-ordinate and manage their individual leadership behaviours, influence and styles. The IC is the structural glue for the DOE Award strategic leadership effort. The IC is made up of all stakeholders, namely Royals, Trustees, the SGs, NAA youth representatives, NAA regional representatives and various IS executive staff. This body is highly representative of the IAA and purely advisory. It meets and works on operational matters and proposes new initiatives to solve problems and new challenges facing the Award globally. This body must propose all changes and new strategies initially to the Trust body and then ultimately to the World Forum before any changes can take effect. The IC is the body that enables the individual contributions of the triumvirate groupings to operate as a collaborative, cooperative collective.

The three strategic leadership groupings [the triumvirate] all appear to act independently of one another whilst at the same time they also work together as a cooperative, collaborative, collective in an effort to serve the needs and interests of the IAA. The individual talents and skills that each strategic leader brings to the table further compound this strategic leadership process. They all make individual contributions that are significant and special for their representative regions and for the Award World at large. These acts of leadership are not performed randomly but rather it appears that they all join together to produce exceptional leadership guidance and expertise for the benefit of the IS and the IAA in general through the mechanisms of the IC and RABs. Many of the Trustees and strategic leaders are exceptional people in their own right with expertise in appropriate fields that assist the strategic leadership structures to make wise decisions. They also are philanthropic zealots who believe in the mission and vision of the DOE Award worldwide. Testament to this is the fact that between them the Trustees each hold an average of 16 years experience in the Award at various levels and not one of them has left the strategic leadership structures before doing the statutory 12 years of service.

#### **5.3.1.4 Independence and co-operation**

This triumvirate grouping acts independently of each other to ensure continuity and sustainability of the IS on the one hand and collectively to secure democratically acceptable decisions that appease the IAA World Forum on the other hand. This is unique to the DOE International Award Association. The role of the Royals at the heart of the Award strategic leadership structures is vital to this collective nature of strategic leadership and through the mechanism of the IC their influence can be felt in a most family like manner. The fact that HRH, The Earl of Wessex has actually participated in and completed his Gold Award is important in understanding the strategic leadership role that he plays in the Trust and on the IC. HRH, The Duke of Edinburgh as the founder has been instrumental

in overseeing the growth and direction of the Award over the past 48 years and this has provided much stability and status to this process.

#### **5.3.1.5 Close and distant leadership relationships**

The role relationship between the Royals and the SG [close relationship] and the Royals and the NAAs in the IAA [distant relationship] may be explained by the application of the Waldman and Yammarino, (1999: 270) close and distant CEO Charismatic Leadership model to the DOE Award strategic leadership structures. In particular the role of the Royals is central in gaining an understanding of their various roles in the strategic leadership structures. Waldman and Yammarino (1999) believe that CEO charisma represents a potentially key component of strategic leadership. Charismatic leadership is regarded as a central element of transformational leadership.

Close leadership occurs between the CEO [SG in this case] and other members of the leadership groupings [the Royals and Trustees in this case] and is responsible for the collective nature of the triumvirate's strategic leadership of the DOE Award. This collective leadership manifests itself in the IC and its outputs. The Royals also provide the mechanism of the 'club' association and the social capital that is apparent in the IAA. The power and influence that they possess over the IAA and the triumvirate is a function of this close charismatic leadership style. According to Shamir (cited in Waldman and Yammarino, 1999), transactional leadership may actually help develop charismatic relationships between leader and followers. The application of Full Range Leadership Development Theory behaviours by the SG is important if he is to succeed in this close relationship with the strategic leaders of the DOE Award. This close relationship will heighten the top management team cohesion and effort and lead to role modelling of charismatic leadership at the lower levels of the organisation. This will have a positive effect upon group cohesion and effort and ultimately lead to sustained organisational performance.

Distant leadership (Waldman and Yammarino, 1999) occurs with the triumvirate represented by the Royals and the individual NAAs in the IAA.

Distant CEO/Royal charisma manifests itself in the figurehead and visioning role that the Royals provide for the IAA. Additionally the solidary incentives (Clark and Wilson, 1961) and normative power (Clark and Wilson, 1961) of the IAA are derived from this distant relationship. The transformational style of leadership will enhance the desire to be a part of this 'club' from afar. The symbolic behaviours of the triumvirate, the figurehead role of the Royals, the vision of the DOE Award Trustees, the triennial Award World Forum gatherings and the charisma of the strategic leaders all heighten intra-group and inter-group cohesion and effort which leads onto co-ordinated operational performance of units and positive organisational performance. Care must be taken here to nurture good relationships between the SG and the Regional Directors (RDs) and with the IAA membership, and in particular with the stronger NAAs throughout the globe.

#### **5.4 Conclusion**

Any discussion on leadership will highlight the multifaceted nature of the term and concept of leadership. In this study the researcher narrowed down the nature of the leadership field to that of strategic leadership. The researcher targeted strategic leadership and the role of the strategic leaders in a global NPO.

This chapter discussed the three main consolidated emergent themes of the study as they relate to the findings in the previous two chapters.

- i. The nature of the DOE Award as a global NPO
- ii. The advent and development of strategic leadership in the DOE Award
- iii. The collective nature of this strategic leadership

The nature of the DOE Award as a global NPO was characterized by the desire of the DOE Award strategic leadership triumvirate to become more business-focused and professional in their approach to future development of the DOE Award worldwide. Managing this organisational growth is crucial to attaining success going forward with the new 2012 strategy. The advent and development of the three independent strategic leadership structures in the DOE Award and their collective leadership functions are unique to the DOE Award as a global NPO.

The various roles of the Royals in all three leadership bodies of the triumvirate is significant. This collective nature of the strategic leadership provided by the triumvirate is another unique feature of this global NPO.

It is apparent that global growth has created the need for the top management team to effectively exercise strategic leadership in the DOE Award. The DOE Award as a global NPO appears to have responded well to this challenge as it ventures into an ever expanding global market. The strategic leadership triumvirate has acted both individually and collaboratively/cooperatively to ensure that sound strategic leadership practices are being implemented. At the very head of this effort are the great groups [the Royals, the Trustees and the SGs]. These groups have been able to work independently of one another but have joined forces, when necessary, to arrive at mutually beneficial decisions, usually through the mechanism of the IC. They have used the intellectual capital and combined knowledge resources of the entire strategic leadership group (and beyond) to arrive at a democratically acceptable solution to the challenges the IAA World Forum will face in the 21<sup>st</sup> century.

The introduction and exercise of influence are made manifest in the Royal relationships and are further supported by TRHs' role as figureheads, stabilizers/monitors and initiators to the entire IAA structures. The various roles of strategic leaders identified by Mintzberg (1975) and Ireland and Hitt (1999) and the key strategic leadership practices identified by Hitt, Ireland and Hoskisson (2003) are being addressed by the DOE triumvirate. Table 5.1 shows that certain roles are attended to by more than one great group but that this is not undue cause for concern. The fact that there is little role confusion [perhaps there is great deference instead] between the three great groups is testament to the nature of this NPO on the global stage. The mechanism of the representative, democratic, ethical IC advisory body as the voice of the IAA is the structural glue that binds the triumvirate and indeed the entire IAA together. The IC is critical to the process of proper professional governance of the IAA and is a unique amalgam of the various individual strategic leadership power groupings.

The DOE Award has a number of unique features. Being a global entity with Royal patronage is special. Likewise having serving Heads of State of participating countries as local patrons is a unique feature of this NPO. The growth that the DOE Award has undergone has been rapid and the strategic leadership mechanisms that have emerged as a consequence are unique to this NPO. The DOE Award is a global NPO with multiple constituents. It is a loose association of 60 volunteer NAAs and 58 volunteer IOs. It is fortunate to have the patronage of HRH, The Duke of Edinburgh and the active involvement of HRH, The Earl of Wessex who between them provide status, figurehead, stability and initiating elements to the strategic leadership mix. These volunteers make up the DOE Award and the solidary incentives provided by the Royal connection is vital for continued involvement.

The DOE Award may find comfort in applying the practices of strategic leadership theory in the workplace to ensure sustained superior performance into the future. With the new SG in place, the Award is likely to move rapidly towards a more business-minded approach to its operational challenges but the nature of the Award and the current climate involved in doing business appears to be a useful recipe to keep in sight. A more business-minded approach and attitude to running the operational side of the IAA will reap quantifiable statistics in the future, which will lend credence to these qualitative notions of success.

## **5.5 Recommendations for further research**

The DOE Award is a fruitful site for further research to develop an understanding of leadership in global NPOs. Various research projects could be undertaken to provide a more complete picture of leadership in this organisation.

Firstly, it is recommended that future research includes all serving strategic leaders within the scope of the strategic leadership definition for the study. This research did not include new entrants to the Trust body and this needs to be done to get a more thorough understanding of the role the Trustees, long serving and new, play in the strategic leadership arena.

Secondly, research on the overlapping of strategic leadership roles and their impact on the interpersonal dynamics between the great groups could be

undertaken. The role of the Royals as a potent single factor and as a unique feature could also be the basis for further research. Also the role of young people in the strategic leadership arena needs further research.

Thirdly, this study could be repeated on a much larger scale and include all the regional structures and a random sample of the individual NAA strategic leadership structures globally. This would allow for a more thorough understanding of the impact of strategic leadership on the IAA as a whole [as in this study] as well as on the NAAs in a specific local setting [new area for study].

Finally, a longitudinal study could also be conducted as a follow-up to this study to further understand the role strategic leadership plays in the implementation of the strategic 2012 vision and the impact of this on the IAA, in general, and on the individual NAAs, in particular. The idea would be to track the impact and influence exerted by the strategic leadership over a period of time to fully identify the phenomenon and its effects over time.

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## International Secretariat

The International Secretariat of the Association is based in London at its own headquarters, Award House.

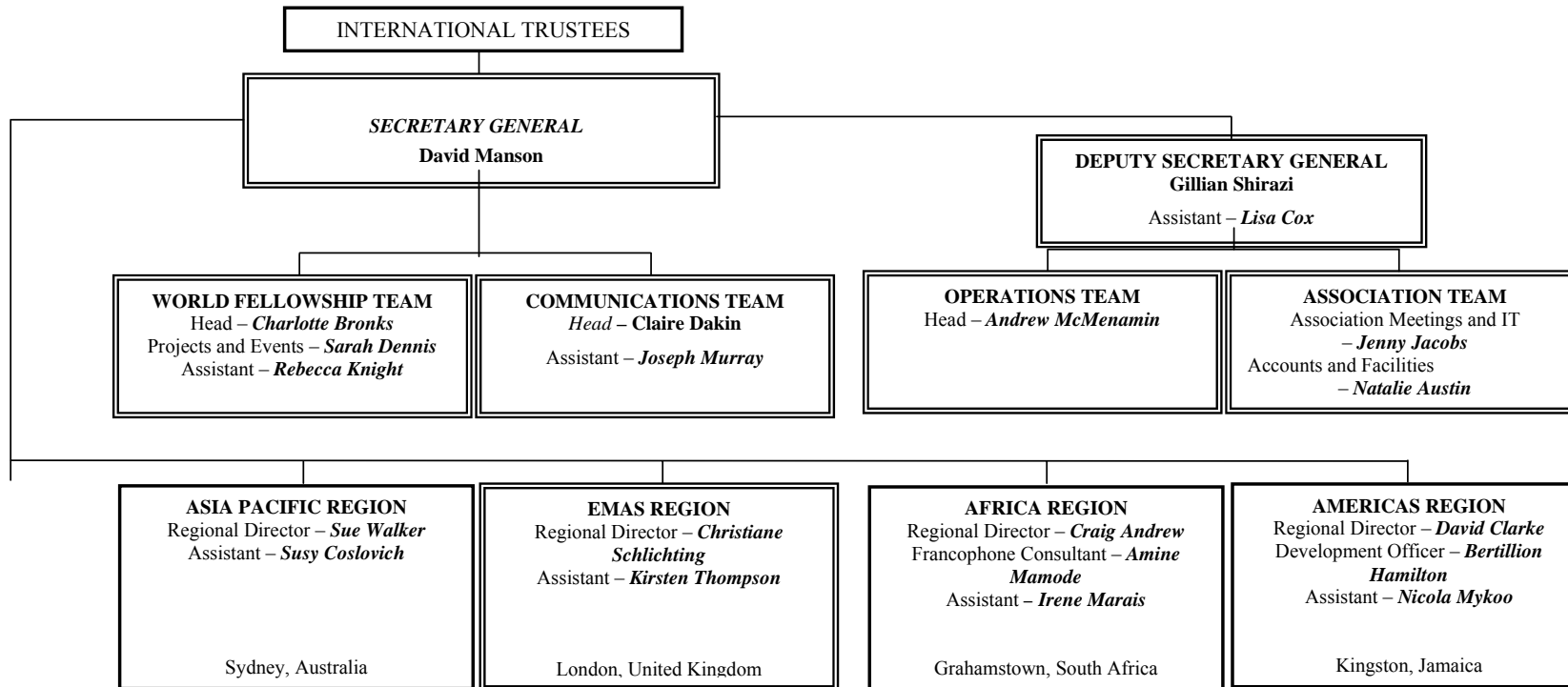
Its functions are to:

- provide consultancy and support to Members of the Association
- assist in co-ordinating their activities
- maintain international operational standards
- promote the Award to new countries and assist with its establishment.

Its work supports the mission of the IAA to:

- Promote the Award
- Provide the Programme
- Preserve the quality.

It comprises of the Secretary General and full time staff based in London and other countries.



  = Based in the Secretariat Office in London

tba = To be announced

EMAS = Europe, Mediterranean and Arab States

Note: The relative position on this diagram does not reflect either seniority or responsibility within the organisation

As at February 2004

## International Award Association

The Duke of Edinburgh's Award International Association, also known as The International Award Association, was formally established at the Third International Forum held in Brisbane, Australia in May 1988.

All NAAs which conform to the Criteria of Membership, given in the International Constitution, are coequal members of the Association.

The Mission of the International Award Association is to:

**Promote** the Award Programme world-wide.

**Provide** the Programme world-wide, through appropriate international, national and local organisations, to as many young people as possible between the ages of 14 and 25.

**Preserve** the quality of the experience for young people by assuring appropriate standards of Award management.

The Award Concept is one of individual challenge. It offers to young people a balanced, non-competitive programme of voluntary activities which encourages personal discovery and growth, self-reliance, perseverance, responsibility to themselves and service to their community.

*The Mission - Promote - Provide - Preserve - The Award Concept*

The Association is supported by The Duke of Edinburgh's Award International Foundation, which was created as a charity in the UK in 1986 and subsequently incorporated and registered in England and Wales as a company limited by guarantee, on 6<sup>th</sup> November 1998. The Fund is managed by the International Trustees.

### Key Message

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The International Award is an exciting self-development Programme available to all young people worldwide equipping them with life skills to make a difference to themselves, their communities and the world. To date almost 5 million young people from over 100 countries have been motivated to undertake a variety of voluntary and challenging activities.

### Strapline

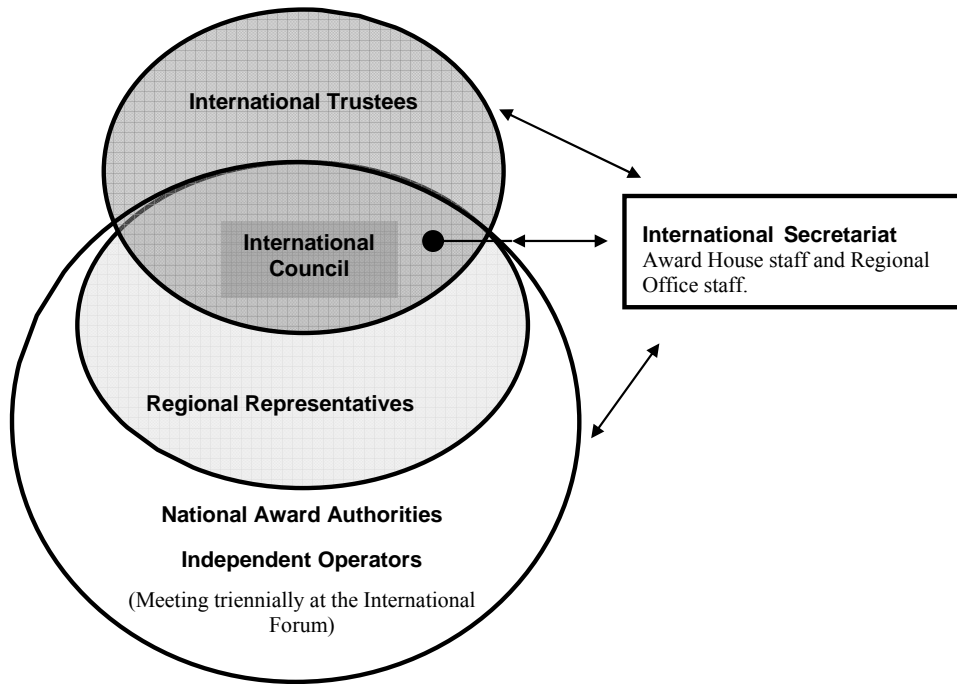
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The International Award: Challenging young people everywhere.

*challenging  
young people  
everywhere*

## Structure of the IAA

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## The Founder

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HRH The Duke of Edinburgh is the Founder of the Award and of the International Association and is known as 'The Founder'. He handed over as Chairman of the International Trustees and of the Association in November 2000. However he still retains a keen interest in the Award Programme and regularly participates in many aspects of the Award at both the national and international levels.

## International Trustees

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The International Trustees are responsible for the custodianship of the International Declaration and Principles, contained in the International Constitution, and for the financial management of the International Foundation.

They meet formally twice a year and they are appointed by the International Trustees, for a limited term.

The current list of International Trustees, as at January 2004 are:

Mr Ronald Arculli CVO OBE (Hong Kong) Chairman

HRH The Earl of Wessex KCVO

Mr Gregory Belton (Canada)

Dr Trevor A Carmichael QC (Barbados)

Dr Judith Ellen Dean OHP OBE (UK)

Mr Alan Jones OBE (UK)

Mr Christopher Lowe (UK)

Ms Wendy Luhabe (South Africa)

Mr John Pascoe AM (Australia)

Mr Alexander van Heeren (The Netherlands)

### International Forum

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The Forum is the assembly of National Award Authorities (NAAs) in Full and Provisional membership of the International Award Association (IAA).

Its functions are to:

**provide** a means of consultation and discussion between members of the IAA

**approve** policies for the operational development of the Award

**co-ordinate** multinational Award projects

**consider** and decide upon recommendations made by the International Council (IC)

**advise** Trustees concerning strategic development, financial priorities and policy

**accept** NAAs recommended by the IC into Full Membership

**take** decisions concerning members who fail to comply with the Criteria of Membership

**approve** the terms of reference of any subsidiary body established by the IC or the Forum.

The Forum is chaired by the Chairman of Trustees and takes place once every three years, hosted by a member NAA. All NAAs are invited to send two delegates to the three yearly meeting. Independent Operators and other observers may also be invited. The Forum programme runs over 4 or 5 days and includes Seminars, Regional Meetings, IC and Trustee Meetings as well as the main Plenary Sessions.

Where space permits, one representative from each IO in the host Region will be invited. If space does not permit, then IOs in a country or sub region will be asked to nominate one or two representatives. In addition, selected IOs from other Regions may be invited by the Chairman of the International Council.

The members of the Forum are:

The Founder, HRH The Duke of Edinburgh KG KT

The Chairman of International Trustees

The Deputy Chairman of the International Award Association

Not more than four Award Youth Forum representatives

The International Trustees

Two representatives from each NAA in Full or Provisional membership of the Association

The Secretary General (ex-officio)

## **International Council**

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The International Council is established to act for the Association between Forum meetings. It meets once a year under the Chairmanship of an International Trustee.

Its functions are to:

**give** effect to the decisions of the Forum and act on behalf of the Association between meetings

**accept** qualified NAAs into Provisional membership of the IAA

**discuss** and approve the Agenda and arrangements for the Forum

**supervise** the operational functions of the Secretariat.

The members of the Council are:

The International Trustees

Not more than 12 Regional Representatives to represent the interests of NAAs and IOs in their Region

The Secretary General (ex-officio)

Any Chairmen of subsidiary bodies (co-opted)

The list of current Regional Representatives is given overleaf. Suggested criteria to assist in the selection of Regional Representatives have been compiled and are given below.

The Chairman of the International Council is currently HRH The Earl of Wessex who was appointed Chairman in 1992.

**The IC Regional Representatives from 2003 to 2006 are:-**

Africa:	Ghana, Kenya, Mauritius
Americas:	Canada, Cayman Islands (as Chair of Caribbean Award Scheme Council), Guyana
Asia Pacific:	Hong Kong, New Zealand, Pakistan
Europe, Mediterranean and Arab States:	Finland, Malta, UK

**IC Representative Selection Guidelines**

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The following Guidelines have been compiled to assist Regions to select IC Representatives:

The elected NAA should be a Full member of the International Award Association and should be well established, active and dynamic.

The elected NAA should have a developed infrastructure, with adequate communications, an established office and the resources to deal with Regional business.

The elected NAA shall nominate an individual, normally the National Chairman or the National Director (or equivalent) to be the Regional Representative. In the event that another person is nominated, the approval of the Chairman of the IC, through the Secretary General, should be sought. The representative should have the capacity to devote time and energy to the position.

The elected NAA should be in a position to finance day to day regional costs incurred by the representative.

The IC representative's NAA should meet the additional financial costs that result from the appointment.

**Regional Structure and Meetings**

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For operational and administrative purposes the Association has adopted a Regional Structure which consists of four Regions: Americas; Europe, Mediterranean and Arab States; Africa and Asia Pacific. The detail of each Region is given below. Each Region is represented on the International Council by three representatives.

Each Region has a full time Regional Director supported by full or part time staff. The Director is appointed by the Secretary General in consultation with the Regional Advisory Board which is a board consisting of International Trustees appointed by the Chairman of Trustees and the IC Regional Representatives.

The Regional Director is tasked to seek and provide resources, facilitate support and to provide encouragement and motivation to all NAAs and IOs in the region. The Regional Director will also develop relationships with the appropriate regional bodies in the area.

Regions, or if they wish, sub regions, are encouraged to meet regularly with the express purpose of sharing experience and best practice, providing regional activities and mutual support and encouragement. Such meetings should, wherever possible, include NAAs, IOs and other interested organisations.

This new Regional structure was adopted in November 2000 and confirmed at the Forum in 2003.

The list of current Regional Directors, Consultants and staff is given below.

**There are 4 Regions -**

Africa:	Benin, Cameroon, Comores, Côte d'Ivoire, Gabon, The Gambia, Ghana, Guinea, Kenya, Lesotho, Madagascar, Mauritius, Nigeria, Senegal, Seychelles, Sierra Leone, South Africa, St Helena and Dependencies, Swaziland, Uganda
Americas:	Antigua and Barbuda, Bahamas, Barbados, Bermuda, Canada, Cayman Islands, Dominica, Falkland Islands, Grenada, Guyana, Jamaica, Montserrat, St Lucia, St Vincent, Trinidad and Tobago
Asia Pacific:	Australia, Fiji, Hong Kong, India, Indonesia, Macau, Malaysia, New Zealand, Pakistan, Singapore, Sri Lanka
Europe, Mediterranean and Arab States:	Belgium, Czech Republic, Finland, Germany, Gibraltar, Ireland, Israel, Jordan, Luxembourg, Malta, The Netherlands, Turkey, Portugal, United Kingdom

**The Regional Directors and Consultants are:-**

Africa:	Craig Andrew, Regional Director, Africa, based in Grahamstown, South Africa Amine Mamode, Francophone Consultant, based in Port Louis, Mauritius
Americas:	David Clarke, Regional Director, based in Kingston, Jamaica Bertillion Hamilton, Development Officer, based in Kingstown, St Vincent
Asia Pacific:	Sue Walker, Regional Director, based in Sydney, Australia
Europe, Mediterranean and Arab States:	Christiane Schlichting, Regional Director, based in the UK Samar Kildani, Arab States Regional Consultant, based in Jordan (also National Director for Jordan NAA)

APPENDIX C

The current strategic leaders in the DOE Award – 2004

<b>Group 1 and 2</b>	<b>Group 3 and IC body</b>
<b>INTERNATIONAL TRUSTEES Patron and (10 members)</b>	<b>INTERNATIONAL COUNCIL (34 members and 10 observers)</b>
<b>HRH The Duke of Edinburgh KG KT (Founder and Patron)***</b>	<b>All 9 International Trustees are IC members</b>
HRH The Earl of Wessex KCVO	<b>HRH The Earl of Wessex KCVO (Chairman)</b>
<b>The Hon. Ron Arculli CVO OBE (Chairman)</b>	<b>AUSTRALASIA Reps.</b> Pakistan, Hong Kong, New Zealand + 3 Youth
Mr. Gregory Belton	<b>AFRICA Reps.</b> Ghana, Kenya, Mauritius + 3 Youth
Dr. Judith Ellen Dean OHP OBE	<b>EMAS Reps.</b> UK, Norway, Gibraltar + 3 Youth
Mr. Christopher Lowe	<b>AMERICAS Reps.</b> Canada, Jamaica, Barbados + 3 Youth
Mr. John Pascoe AO	<b>International Secretariat Staff Observers on the IC (10 International Secretariat Executive staff)</b>
Mr Alexander van Heeren Hon. MBE	<i>Ms. Charlie Bronks World Fellowship Capital fundraising*</i>
Ms. Wendy Luhabe	<i>Mr. Andrew McMenamin Head of Operations.*</i>
Mr. Alan Jones	<i>Ms. Claire Dakin Head of Communications*</i>
Dr. Trevor Carmichael QC	<i>Ms. Kirsten Thompson Regional Director: EMAS*</i>
<i>Mr. David Manson Secretary General**</i>	<i>Ms. Sue Walker Regional Director: Asia Pacific*</i>
<i>Mrs Gilly Shirazi LVO Dep. Secretary General**</i>	<i>Mr. David Clarke LVO Regional Director: Americas*</i>
<i>Mr. Graham Deverill Financial Director **</i>	<i>Mr. Craig Andrew Regional Director: Africa*</i>

Deleted: ¶

\*\*\*HRH, The Duke of Edinburgh does not Chair either the Foundation or the Forum any more and presents Gold Awards and helps with fundraising initiatives /\*\*all of these people sit on the Trust and IC as observers / \* all these people sit on the IC as observers.

## CAP GEMINI ERNST and YOUNG REVIEW SUMMARIES

**Cap Gemini Ernst and Young International Foundation Review 2003**  
**Summary of Key Findings and Recommendations**

Early in 2003 the Trustees engaged Cap Gemini Ernst & Young to carry out a strategic Review of the foundation, its activities, its organisation structure and its finances. This is a brief summary of CGE&Y's executive summary of the findings of the Review, and the key recommendations going forward.

**Key Review findings**

The Review found **significant strengths** in the fundamentals of the operation:

- **The Award delivers a “product” of our time:** *it delivers an experience and is transformational in nature.*
- **The enthusiasm and commitment of staff,** *has enabled the Award to grow internationally without significant growth of the Secretariat.*
- **Recognition of the need to regionalise,** *to better support the diverse mix of NAAs. It has acted on this recognition by initiating the development of regional structures aimed at providing and preserving the Award within the context of specific countries and cultures.*
- **The uniqueness of the World Fellowship.** *The World Fellowship provides a steady income to the IAA through ongoing recruitment of donors and strong fund management.*
- **The development of Special Projects,** *to supplement current income.*

The **weaknesses** identified by the Review are symptomatic of an organisation that has become a victim of its own success, the growth of the Award globally and the growth in aspiration not being reflected in more robust management structures:

- **The lack of systematic management processes and tools** especially in finance, operational planning, and monitoring.
- **The lack of key personnel in fundraising** leading to unclear or conflicting responsibilities.
- **The lack of quantifiable objectives** against which success can be measured (eg growth targets, systematic quality targets etc.).

However, because the fundamentals are strong, a number of **opportunities** emerge:

- **Development of new funding channels.** .
- **Leveraging the strengths of key NAAs** to further develop the Award globally through best practice transfers and practical on-the-ground help.
- **Leveraging a great story** to develop a more global and consistent brand.

A number of **threats** have been identified which, if not addressed, will seriously hinder further development of the IAA:

- **Lack of appropriate levels of funding**
- **Loss of key staff with experience and knowledge** in the absence of tools and systematic planning and budgeting processes.

- **Lack of appropriate skills** to run the organisation effectively and meet its strategic intent.
- **Insurance and liability costs facing NAAs** are becoming an increasing liability which could seriously hinder growth in the Programme.

Nonetheless, CGE&Y believe the Foundation is reaching a seminal moment in its existence and that it now needs to position itself towards the next phase of development: this essentially means running itself more like a business, and aligning its activities around a clearly communicated strategy which includes quantifiable objectives.

### Statement of Strategic Intent

Re-stating and clearly communicating the strategic intent is an important first step.

Trustees are recommended to adopt the following:

The Foundation's vision is for the Award programme to *become known as the premier programme for young people worldwide. This should be reflected in quality, growth and external perceptions.*

The Foundation's mission is the same of that of the IAA: to *promote the Award, provide the programme and preserve the quality world-wide such that it continues to deliver a programme which is relevant to the aspirations of participants.*

The Foundation's strategy to achieve the mission will be to *further increase the move toward regionalisation of operational activities, whilst maintaining at the centre the key activities of brand management, central funding, quality control and best practice dissemination.*

### The Foundation in 2012

Pursuing this strategy will mean that by 2012 the operational aspects of the Foundation will be conducted on a fully decentralised basis. The move towards regionalisation of *provide* and *preserve* operational activities will have been fully completed. In addition, the Regions will have become self-sustaining in funding terms. The Centre will be involved in promoting the Programme globally through strong brand management and central funding, and quality assures the Programme worldwide.

In order to achieve this future state there are three phases of development each marked by a Forum:

- **Phase 1:** Protect the core in which new processes and structures are put in place whilst operational activities are fully moved to Regions
- **Phase 2:** The move towards Regions is completed with local fundraising capability and clear regional strategies. The global branding strategy is implemented with a cross-NAA programme of activities and communication.
- **Phase 3:** Regions are self-funding for both operational activities and long-term project funding and are further developing the franchise with NAAs. The Centre is focused on driving global quality and growth objectives through coordination, quality assurance and brand management.

## Key Recommendations

Given this long-term vision, the Review team has focused on defining the key initiatives which need to be implemented in order to provide the solid foundation for growth described in Phase 1 above.

These recommendations are categorised under three headings:

- People and skills
- Processes and organisation
- Tools and technology

### People and skills

- ***Recruitment of a Fundraising Director to plan and co-ordinate all fund raising activities, and to open new sources of funding.***
- *Requirements for the new Secretary General will need to be in-line with an organisation which is being re-focused around stronger business management*
- ***Revitalise the trustee body***

### Processes and organisation

- The World Fellowship should maintain the unique “private wealthy individual” culture and approach.
- *A flatter organisation with roles focused on specific objectives*
- Build on a strong product to create a global brand.
- *Facilitation of pro-bono resources led by regional offices*

### Tools and Technology

- *Develop stronger financial management at the centre.*
- ***New quality assurance process***



# Leadership styles in detail

HANDOUT

## 1. THE COERCIVE STYLE

**Primary Objective:**  
**Immediate compliance**

### **When using this style, a manager:**

- gives lots of directives vs. direction by telling employees what to do, and does not listen to or permit much employee input;
- expects immediate employee compliance or obedience;
- controls tightly, through close monitoring;
- relies on negative, corrective feedback to emphasise what is being done wrong, and sometimes uses attention-getting strategies (e.g. ridicule, name-calling) to embarrass an employee into compliance; and
- motivates by stating the negative consequences of non-compliance rather than by rewarding compliance.

### **The Coercive style is *most effective*:**

- when applied to relatively straight forward tasks;
- in crisis situations, when employees need clear directions and the manager has more information than the employees;
- when deviations from compliance will result in serious problems (e.g. enforcing safety regulations); and
- with problem employees, when all else has failed and improvement or termination are the only options.

### **The Coercive style is *least effective*:**

- when applied to tasks that are not straightforward - the more complex the task, the more ineffective this style becomes, possibly provoking rebellion;
- over the long-term, because employees are not being developed and tend to rebel, resist passively, or leave; and
- in extended interactions with self-motivated employees capable of directing and monitoring their own work; with talented, knowledgeable employees expected to initiate or innovate; or with individual specialists.

### **Summary**

When used effectively, the Coercive style draws immediate and, for the most part, willing response from employees. In cases when employees resist directions, despite the effective use of the Coercive style, employee termination is the next logical step. When not used effectively, over the long-term, the Coercive style draws passive resistance, rebellion, resignation, and in the worst instances, physical damage to an organisation or strategic damage to major objectives.

*Coca-Cola Sabco (Pty) Ltd*<sup>1</sup>

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## 2. The Authoritative Style

*Primary Objective:  
Providing long-term direction and vision for employees*

### **When using this style, a manager:**

- takes responsibility for developing and articulating a clear vision and direction for the organisation;
- solicits employee perspective on the vision and/or on the best way to get there, without surrendering authority;
- sees selling the vision or direction as a key part of the manager's job;
- persuades employees by explaining the *why's* behind the vision, in terms of employees' or the organisation's long-range best interests;
- sets standards and monitors performance in relation to the larger vision; and
- uses a balance of positive and negative feedback to enhance motivation.

### **The Authoritative style is *most effective*:**

- when a new vision or clear direction and standards are needed (e.g. in times of change);
- when tasks are routine and employees' performance adequate;
- when the manager is perceived to be the "expert" or "authority"; and
- with new employees who depend on the manager for active guidance.

### **The Authoritative style is *least effective*:**

- when the manager is not perceived as credible, or if used extensively with sophisticated and experienced employees who know as much or more than the manager; and
- when trying to promote self-managed work teams and participatory decision-making.

### **Summary**

When used effectively, the Authoritative style motivates employees, particularly new ones, by focusing their attention on the long-term goals of the work unit and the way in which day-to-day efforts support these goals. When not used effectively, this style fails to take full advantage of the natural talents and ideas of knowledgeable employees.

### 3. The Affiliative Style

*Primary Objective:*

*Creating harmony among employees and between managers and employees*

**When using this style, a manager:**

- is most concerned with promoting friendly interactions among co-workers;
- places less emphasis on task directions, goals and standards than on meeting employees' outstanding emotional needs;
- pays attention to and cares for "the whole person" and stresses things that keep people "happy" (e.g. job security, fringe benefits and family-job trade-offs);
- identifies opportunities for positive feedback and avoids performance-related confrontations; and
- rewards personal characteristics sometimes as much as job performance.

**The Affiliative style is *most effective*:**

- when used as part of a repertoire including the Authoritative, Democratic or Coaching styles;
- when giving personal help (e.g. counselling); and
- in getting diverse, conflicting groups of individuals to work together harmoniously.

**The Affiliative style is *least effective*:**

- when employees' performance is inadequate and corrective performance feedback is necessary for improvement;
- in crises or complex situations needing clear direction and control; and
- with employees who are task oriented or uninterested in friendship with their manager.

**Summary**

When used effectively, the Affiliative style motivates employees by supporting them during either highly routine or stressful times. By strategically and explicitly focusing on the human element of a situation, this style often succeeds in getting the job done. When not used effectively, the Affiliative style leads to low standards, a sense of favouritism, lack of clarity and frustration for many employees.

## 4. The Democratic Style

### *Primary Objective:*

*Building commitment among employees and generating new ideas*

#### **When using this style, a manager:**

- trusts that employees have the capability to develop the appropriate direction for themselves and the organisation;
- invites employees to make decisions affecting their work;
- reaches decisions by consensus;
- holds many meetings and listens to employees' concerns; and
- rewards adequate performance and rarely gives negative feedback or punishes.

#### **The Democratic style is *most effective*:**

- when employees are competent - when they have at least as much information and knowledge as the manager;
- when employees must be co-ordinated;
- in instances when a manager is unclear about the best approach or direction and has competent employees who might have clearer ideas; and
- after having used the Authoritative style for creating and championing a vision; switching to the Democratic style will yield the "how-to's", if employees are competent and possess critical information.

#### **The Democratic style is *least effective*:**

- in crises, when there's no time to hold meetings; and
- when employees are incompetent, lack crucial information, or need close supervision.

#### **Summary**

When used effectively, the Democratic style motivates employees by empowering them to make decisions about their own work processes and goals. It is designed to create teamwork and team commitment to achieve those goals. When used ineffectively, the Democratic style produces confusion, delays, and conflict among employees or between employees and the manager due to lack of focus and direction.

## 5. The Pacesetting Style

*Primary Objective:*  
*Accomplishing tasks to high standards of excellence*

### **When using this style, a manager:**

- leads by example or “modelling”;
- has high standards and expects others to know the principles/rationale behind what is being modelled or the strategy being followed;
- is apprehensive about delegating a task without assurance that the person can do it to a high standard;
- takes responsibility for tasks away from the person if high performance is not forthcoming;
- has little sympathy for poor performance;
- rescues the situation or urgently gives detailed task instruction when employees experience difficulties and ask for help, and thus does not develop employees; and
- sees co-ordination with others only as it impacts the immediate task.

### **The Pacesetting style is *most effective*:**

- when employees are highly motivated and highly competent, so that they need little direction and co-ordination;
- when managing “individual contributors” (e.g. scientists in R&D; legal function) and having individual-contributor responsibility oneself (e.g. also a researcher or lawyer);
- when quick results are required; and
- for developing employees who are similar to the manager.

### **The Pacesetting style is *least effective*:**

- when the manager cannot do all his/her work personally (e.g. when the organisation grows, requiring increased delegation); and
- when employees need direction, development, and co-ordination.

### **Summary**

When used effectively, the Pacesetting style works for employees who are completely self-motivated and understand their objectives. It is also important for demonstrating that a manager can “pitch in with the troops” when necessary. This style is less effective in times of organisational change when an explicit discussion of the mission and employees’ roles is warranted. Also, it can produce extreme stress as the manager takes on more of the work of his or her subordinates.

## 6. The Coaching Style

*Primary Objective:  
Long-term professional development of employees*

### **When using this style, a manager:**

- helps employees identify their unique strengths and weaknesses in light of their aspirations;
- encourages employees to establish long-range development goals;
- reaches agreement with employees on both the manager's and the employees' roles in the development process;
- provides ongoing instruction - with underlying rationales and principles - as well as feedback to facilitate employees' development; and
- may trade off immediate standards of performance for long-term development.

### **The Coaching style is *most effective*:**

- when employees acknowledge a discrepancy between their current level of performance and where they ideally would like to be; and
- with employees who are motivated to take initiative, be innovative and seek professional development.

### **The Coaching style is *least effective*:**

- when the manager lacks expertise;
- when employees require much direction and feedback; and
- in crises.

### **Summary**

When used effectively, the Coaching style motivates employees by linking their daily work to personal long-term objectives. It helps employees develop sound thinking strategies that build their confidence in functioning more autonomously. When not used effectively, the Coaching style leaves employees unsure about what they should be doing next and can result in diminished standards and procrastination in regard to solving problems.