

**A CASE STUDY OF THE ROLE OF LEADERSHIP BEHAVIOUR IN THE
FORMATION OF ORGANIZATIONAL CULTURE**

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DECLARATION

I, Aminah Moore, hereby declare that the work contained in this dissertation is my own original work and has not previously in its entirety or in part been submitted at any university for a degree.

January 2018

Signature

Date

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ABSTRACT

This case study research on the effect of leadership on organizational culture, is based on a small luxury tourism organization – Belmond Safaris – based in Maun, Botswana. The study set out to determine critical incidents that occurred during the tenure of the current general manager with the intention of uncovering her leadership behaviour and how it has shaped the culture of the organization.

The literature review identified quantitative and qualitative approaches to researching organizational culture, but settles on Schein's theory of organizational culture (Schein, 1992; 2010) as the approach adopted in this study. Furthermore, it reviews the various roles of strategic leaders and how these affect the culture of the organization.

The study follows a qualitative methodology and applies the Critical Incident Technique to explore how, as a leader, the behaviour of the general manager shaped the organization's culture. Data triangulation is achieved through the use of multiple sources – interviews, analysis of company documents and the examination of minutes of management meetings.

Following the fieldwork, the evidence within the findings of the study required a theoretical reorientation and a shift from strategic leadership to a new focus on relational leadership, highlighting the prominence of social exchanges between the general manager and employees, as opposed to economic exchanges.

The study concludes by acknowledging the limitations and delimitations of the study, which include time constraints as well as the deliberate exclusion of certain participants (e.g. camp managers) from the study. In its conclusion the study also presents recommendations for future studies. The researcher recommends a broader study within the tourism industry, as well as a larger and more inclusive sample size, in order to obtain better insights into the study of culture and leadership within organizations.

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1. CHAPTER 1: INTRODUCTION.

1.1 INTRODUCTION

“From its infancy, the study of history has been the study of leaders – what they did and why they did it” (Wren, 1995:50)

Greek philosophers are known to have researched the prerequisites for the most righteous leader – for the most honourable state (Wren, 1995). Wren (1995) further remarks on Aristotle’s dismay towards the vast paucity of virtue in those who had the desire to lead. The leader was regarded as *“educated to rule with order and reason”* and considered to live and breathe values of an acceptable righteous standard (Wren, 1995:50). Studies of leadership have been ongoing for hundreds of years and the concept of leadership has been established as crucial to the success of organizations (Bolden, 2004:4).

The research problem of the study focuses on examining the impact of the leader’s behaviour on the organizational culture at Belmond Safaris, through the analysis of critical incidents and corresponding leader’s behaviour. The focus of this study is on leadership, particularly on the approach of strategic leadership.

As will be explained more fully later, this study began as an investigation of a case on how the strategic leadership of a specific leader shaped the organizational culture. However, as the findings and its supporting evidence unfolded, it became evident that the leadership behaviour that had been observed by employees to influence the culture of the organization was not strategic, but relational leadership, leading to a theoretical reorientation in the discussion of the findings

1.2 CONTEXT

This case study research is based on a luxury tourism organization, Belmond Safaris, that operates under the Belmond Group. The organization is based in Botswana. They operate in remote wilderness destinations, in the Chobe National Park, Okavango Delta and Moremi Wildlife Reserve. Their headquarters and support function is based in Maun, Botswana. They are a small organization employing 150 employees in total, but only 17 of whom the study centres on, as they are based at the headquarters in Maun and are the people who regularly interact and spend time with the organization's leader. Christelle Horne originally joined the Belmond Group in 2011 and was the Regional Human Resources Manager for Africa, before she was appointed as the General Manager for Belmond Safaris Botswana in December 2015.

The study delves into determining critical incidents that have occurred during the tenure of her leadership, and identifying the behaviour that the leader has demonstrated in dealing with these critical incidents. It goes on further to explore the impact of the leadership behaviour on the culture of the organization. The study found that the leadership and culture of the organization are strongly built upon the espoused values of the organization and the inter-relationships between the leader of the organization and her employees, and other stakeholders of the organization. As a result, this has shaped and impacted the culture of the organization.

This study is supported by the evidence of:

- The participation and drive of the leader in the formulation and implementation of the espoused values;
- The participation of the employees in the formulation of the espoused values;
- Key critical incidents that have occurred throughout the current leader's tenure;
- The leader's behaviour in dealing with critical incidents.

Originally this study researched two central concepts namely, organizational culture and strategic leadership. Through the research, it became apparent that the espoused values of the organization played a considerable role in the current leadership of the organization and its employees. However, when collecting and analysing the data, it was evident that very little was emerging on strategic leadership, but there was strong evidence of the existence of relational leadership.

In its conclusion, the research acknowledges the significant role that strategic leadership plays in the overall success of organizations. However, it has also concluded that leadership behaviour characterised by relational leadership and the social exchanges that it prompted, are of great significance and have had a positive influence on the employees of the organization. That is, relational leadership served to guide the employees in the direction that had been set out for the organization. This relational leadership has also resulted in the positive shaping of the organization's culture.

1.3 KEY CONCEPTS

For the purpose of this study, the following definitions were chosen:

Organizational Culture is defined as *“a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”* (Schein, 2010:18).

Leadership is defined as the leader's action in inspiring and marshalling followers towards specific shared goals (Ke and Wei, 2008). Hitt, Ireland and Hoskisson (2005:376) define strategic leadership as the ability to anticipate, envision, maintain flexibility, as well as empower others to create strategic change, as and when it is required.

1.4 METHODOLOGY

The methodology applied in this study was qualitative, as the study aimed to attempt to explain the nature of complex phenomena (De Vos, Strydom and Fouché, 2011:64). In this particular case, the initial phenomena of interest was how leadership behaviour influenced organizational culture.

The qualitative viewpoint conforms to the chosen paradigm for this study – post-positivism (De Vos, et al., 2011:6). This view entails investigations into social phenomena (Denscombe, 2008:14) with the main intention of the investigation being to attain an explanation (Guba and Lincoln, 1994:112). This will best be achieved through the case study methodology, which conforms to the nature of qualitative research and allows the researcher to gain better insight through an inductive approach in order to address the research question (Rubin and Babbie, 2007). The period of focus for this case study was on incidents that had occurred from December 2015 (which was the commencement date of Christelle Horne as the general manager), until May 2017, when the fieldwork was completed.

1.5 RESEARCH GOAL

The aim of the research is to analyse the impact of the leader's behaviour on the organizational culture of Belmont Safaris, a luxury tourism organization located in Botswana.

The main objectives of the research are to:

- Identify critical incidents that have occurred during the tenure of the leader;
- Assess the behaviour exercised by the leader in dealing with these critical incidents;
- Assess the effects of the leader's behaviour on the culture of the organization.

1.6 OUTLINE OF THE STUDY

This study contains a total of 6 chapters as indicated below:

- **Chapter 1** provides the introduction and the context of the study. It provided the definitions of key concepts, a brief on the research methodology and the outline of the chapters to follow.

- The literature review will be explored in **Chapter 2** of the study. This Chapter will provide a more detailed clarification on the initial key concepts of the study. It will further indicate the role that leadership plays in shaping the culture of organizations. The review of the literature will encompass an examination of organizational culture, leadership, leadership and organizational culture, strategic leadership, the roles of strategic leaders and the impact of strategic leadership on organizational culture.
- **Chapter 3** focuses on the research methodology and provides clarity on the research paradigm as well as the aim and objectives of the study. It goes on to identify and expand on the research methodology – the qualitative nature of the research, the chosen method of the case study approach, the subjects of the study and how they were selected, data collection and analysis, ethical issues and notes the limitations of the study.
- **Chapter 4** presents and explores the findings of the study. It reviews the organization, its current leader and the organization's espoused values. It then takes an in-depth look at the new values that were adopted and contrasts them to the old values of the organization. Critical incidents that have occurred during the current leader's tenure are then described, exploring the leader's behaviour in relation to the critical incidents that have occurred and in relation to the espoused values of the organization. It finally takes a look at the cultural impact of the leader's handling of the critical incidents.
- In **Chapter 5**, the findings of the study are discussed in the light of the concepts of leadership behaviour and relational leadership, as well as social exchange theory.
- **Chapter 6** provides a summary concluding this research study, bringing the study to a close and highlighting the most important aspects of the study, as well as presenting the research limitations and recommendations for future studies.

2. CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Many theories propose definitions of organizational culture, leadership and strategic leadership. This chapter serves to review the literature supporting, exploring and explaining the concepts chosen and providing a platform to examine existing studies and alternative approaches. The literature review chapter will include the alternative approaches to organizational culture, the mechanisms that shape culture, the role of leadership as a culture shaping mechanism, existing research using Schein's (1984; 1990; 2010) model of organizational culture, strategic leadership and the roles of strategic leaders.

2.2 ORGANIZATIONAL CULTURE

There has not been consensus on the meaning of the concept of culture (Smircich, 1983). However, it is deeply rooted in anthropological studies that have been conducted over decades (Davies, Nutley and Mannion, 2000), with the most common definition being "the way we do things around here" (Lundy and Cowling, 1996). It is generally accepted that organizational culture is defined as the deeply rooted values and beliefs that are commonly shared by employees of an organization (Sun, 2008:137). Brown (1998:93-98) defines culture as "*the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history*", which are in turn manifested in the way members behave. Bates (1995) however, argues that culture is a strategic phenomenon and that strategy is a cultural phenomenon, indicating therefore that strategy and culture cannot be separated.

Ravasi and Schultz (2006:437) define organizational culture as "*a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour for various situations*". In line with Schein's (1990) theoretical framework of culture, they indicate that the implicit assumptions and beliefs situated within the concept of culture, are articulated and manifested through informal and formal pursuits and through written, material and visual artefacts, which are visible, audible and tangible components of culture (Ravasi and Schultz, 2006).

Pearse and Kanyangale (2009) address issues related to the conceptualization of organizational culture in research. They acknowledge the various schools of thought related to the concept of organizational culture and recognize both quantitative approaches as well as qualitative approaches to the study of culture. Their study highlights the impact of historical cultural elements on the state of the current culture and also emphasizes the dynamic nature of culture.

2.2.1 APPROACHES TO MODELS OF ORGANIZATIONAL CULTURE

There are various alternative schools of thought on the concept of organizational culture. On a broad level, there are two categories of the studies of culture – quantitative and qualitative approaches. Quantitative approaches to culture typically utilize two or more variables in order to identify ideal types (Hampden-Turner, 1990). A number of quantitative methods for measuring the culture of organizations exist (Cooke and Rousseau, 1988). Culture assessment questionnaires include the Organizational Norms Opinionnaire (Alexander, 1978), the Organizational Culture Inventory (Cooke and Lafferty, 1983), the Organizational Culture Profile (O'Reilly, Chatman and Caldwell, 1988), and Harrison's (1975) Questionnaire. Quinn and Rohrbaugh's (1981) Competing Values Framework (CVF) also adopts a quantitative approach and was initially used in the 1980's as a measure of organizational effectiveness. The concept of CVF was later adopted by Quinn (1991) as a multidimensional tool for the assessment of organizational culture and organizational effectiveness.

The CVF presents four cultures and the dimensions that determine these culture types are internal or external orientation and flexibility or control (Quinn and Rohrbaugh, 1981). In further developments of the model, Cameron and Quinn (2006) referred to the four types of organizational culture as: (1) Hierarchical, (2) Market, (3) Clan and (4) Adhocracy. The Hierarchical culture is encompassed by rules and policies, the Market culture by a high level of competitiveness within the workplace, while a Clan culture is familial, friendly and "cosy" and the Adhocracy culture is described as an environment that promotes creativity, risk taking and innovation (Cameron and Quinn, 2006). The Organizational Cultural Assessment Instrument (OCAI) originally created by Cameron and Quinn (2006), was created with the intention of assisting organizations to determine their current culture as well as the culture they would prefer. The study applies the use of a survey in order to determine the participants' perception of their current culture as well as preferred future culture.

Another prominent approach to measuring culture arose from Hofstede's research. Hofstede's (1980) classification approach to organizational culture was based on research on culture in IBM from across 40 countries (between different nationalities) and identified four dimensions: power distance; uncertainty avoidance; individualism/ collectivism; and masculinity/ femininity. These dimensions were created to distinguish between nationalities (Hofstede, 1980).

Hofstede (1983) defines culture as a "*collective programming of the mind,*" which "*manifests itself not only in values, but in more superficial ways: in symbols, heroes, and rituals*" (Hofstede, 2003:1). He refers to culture from a quantitative viewpoint and national level and argues that individuals convey "mental programs" that are learnt from their childhood and acquired through family and later fortified by schools and organizations, forming components of national culture. Hofstede (1991) identifies three types of culture: national, occupational and organizational culture. He argues that an organization's culture is influenced by the interactions and relations among employees themselves, as well as their clients, and as such, are more likely to impact the organization's goals and strategies. Furthermore, it is emphasized that "*an organization's internal culture should be studied and measured as part of its employees' national culture, demographic characteristics and individual features*" (Belias and Koustelios, 2014:133).

There are mixed views towards quantitative versus qualitative approaches to the study of organizational culture. Quantitative approaches are often preferred over qualitative approaches due to their ability to reach larger sample sizes at a lower cost (Lim, 1995). However, qualitative approaches are able to provide extensive descriptive insights into this phenomenon of culture, and qualitative researchers are sceptical of the measurability of culture (Schein, 1984). Quantitative studies of organizational culture are also unable to reach a deeper level of understanding of the culture within organizations (Lim, 1995).

2.2.2 SCHEIN'S THEORY OF ORGANIZATIONAL CULTURE

In deciding the school of thought to be chosen for this study, a number of factors were taken into consideration. The focus of this study is at an organizational level – organizational culture

– and is based on a small organizational setting. Schein’s (1990, 2010) theory of organizational culture applies to smaller groups and organizations such as the one being investigated in this study, as opposed to larger group settings. Furthermore, Schein’s (1990, 2010) qualitative ethnographic approach is more suited to the in depth study of the process of formation of organizational culture. This study therefore follows a qualitative approach and has adopted Schein’s approach to analysing organizational culture.

Schein’s (1990:109-117) theory of organizational culture identifies three levels of culture, namely artefacts, espoused values and basic assumptions. Schein (2010:18) defines culture at the level of basic assumptions as follows: “...*a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*”. Schein’s (1990, 2010) theory of organizational culture explores culture from a qualitative viewpoint, as he asserts that actual knowledge and experience are crucial to understanding the dimensions of an organization’s culture (Schein, 1984).

2.2.3 THE MECHANISMS THAT SHAPE ORGANIZATIONAL CULTURE

It is acknowledged that there are various factors that have the capacity to shape the culture of an organization (see Schein, 2010). However, this study focuses particularly on leadership and how it shapes culture. Leaders are able to shape the culture of their organizations through simple actions such as their daily words and actions. Their values and actions, and the way in which they choose to develop their teams are observed by their employees and subsequently result in the reinforcement of the organization’s culture. They are able to lead by example. Their everyday actions support the organization’s formal structures and policies and guide the way in which their employees work (Schein, 2010).

According to Schein (2010), leaders shape the culture of their organizations through the implementation of: (1) *Primary Mechanisms of embedding and reinforcing organizational culture and;* (2) *Secondary Articulation and Reinforcement Mechanisms of embedding and reinforcing organizational culture.*

Primary Mechanisms of embedding and reinforcing organizational culture focus on leaders' visible actions. These include:

- The things that leaders pay attention to, measure and control regularly,
- How they handle critical incidents and organizational crises,
- How they allocate resources,
- Intentional teaching, coaching and role modelling,
- Their allocation of rewards and status and;
- How they select, recruit, promote and exclude.

(Schein, 2010:236)

According to Schein (1996), the things that leaders pay attention to, make the leader's values, beliefs and priorities evident to other members of the organization. Employees observe their leader's emotions and are aware of the things that their leaders focus on. In situations where their leader appears to be disgruntled, they place an importance on whatever has created this displeasure. A leader's deeper values can be uncovered by their response to crisis situations. Members of the organization are able to recall these critical incidents in relation to their leader's emotion and the behaviour that they have observed in response. Followers mirror their leader's behaviour, as they believe that it is the correct way to behave. They are constantly aware and observing the things their leaders say and do.

Furthermore, Schein (1996) maintains that the things their leaders choose to reward are an indication of the preferred behaviour and actions. In order to change this belief, certain behaviours and actions should be reprimanded to indicate that they are not desirable. Cultural features of the organization can be taken into consideration on the choice for recruitment, promotion and dismissal as well as reward and punishment mechanisms.

Secondary Articulation and Reinforcement Mechanisms of embedding and reinforcing organizational focus on indirect changes to the culture. These include:

- Organizational structure and design,
- Systems and procedures,
- Rites and rituals of the organization,
- Physical space, facades and buildings design,

- Stories regarding significant events and important people and;
- Formal statements regarding the organization's philosophy, charters and creeds.
(Schein, 2010:236)

Schein (2010) indicates that the way in which an organization is structured (its hierarchy) has a distinct impact on how the organization works. The administration of the organization (for example, budgeting, information systems, performance reviews and management development), affect the way in which members think. Intentionally shaping or planning these administrative components can steer the organization in the cultural direction they would prefer. The unconscious values of the organization are established through the chosen physical layout of an organization. The varying rewards that certain individuals are allocated and the intentional designation of who shares an office and who doesn't, who shares with who, whether the office is bigger or smaller, and the furnishings of offices, all indicate superiority within the organization. Furthermore, Schein (2010) points out that various myths and stories that are retold often indicate and strengthen the beliefs and values of the organization. As these stories change, they have the potential to change the culture of the organization.

Schein's (2010) theory as opposed to other theories of organizational culture – provides a comprehensible, understandable and straightforward endeavour to give meaning to the concept of organizational culture. It makes culture more observable within an organization. It also clearly sets out how organizational culture is directly influenced by the outlined mechanisms applied by leaders, that shape cultures of organizations, and how these mechanisms can be applied to change the culture of an organization (Schein, 2010).

Schein's (1990) definition of organizational culture demonstrates how organizations adapt to the problems they are faced with through external adaptation and internal integration. Furthermore, external adaptation and internal integration are tasks that strategic leaders are responsible for (Hitt and Ireland, 1999).

Schein's theory has received some criticism (Hatch 1993, Collins 1998, Parker 2000), however it embodies the core elements of organizational culture well. It provides a holistic approach, "*partly unconscious and learned nature*" (Reiman and Oedewald, 2002:8). It provides a

platform to regard culture as more than just a single variable within the organization. Organizational culture strives to explain and describe the organization's activities as a whole (Reiman and Oedewald, 2002:8) and is a constantly changing phenomenon. The establishment of a consolidated organizational culture results in lower levels of ambiguity and uncertainty within the organization (Schein 1992).

2.2.4 HOW LEADERS SHAPE CULTURE

In reiteration, Schein (2010:18) defines culture as “*a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*”. Strategic leaders are responsible for solving the problems of external adaptation and internal integration faced by the organization. How they choose to embark on solving these problems, as well as their actions and behaviour in response to the problems, ultimately shapes the culture of the organization. It is not only the decisions that they make, but also how they reach their decisions – that also contributes to the shaping of the organization's culture.

2.3 LEADERSHIP

There are a number of factors that shape/ impact the culture of an organization. This research will focus on leadership in particular, and how leadership shapes culture.

There have been numerous attempts to define the concept of leadership. Leadership focuses on a leader's aptitude in inspiring and marshalling followers towards specific shared goals (Ke and Wei, 2008). Mash (2007, cited in Scott, 2008:55), defines a leader as “*anyone regardless of position or power whose moral bearings, relational skills, breadth of awareness, and decision-making practices are admired and emulated by others*”. He further goes on to assert that “*someone who occupies a position of leadership or power, but who lacks these qualities, may have subordinates who comply and peers who cower, but they will not be able to cultivate a sustained commitment to the course they set*” (Scott, 2008:55). Scott (2008) highlights this definition to emphasize that power is not necessarily a prerequisite for leadership.

2.4 STRATEGIC LEADERSHIP

Hitt, Ireland and Hoskisson, (2007:375) refer to strategic leadership as the “*ability to anticipate, envision, maintain flexibility, as well as empower others to create strategic change*”, as and when it is required. Different leaders exercise varying characteristics of strategic leadership, and it is imperative that the business is able to match its strategy with the right leader, according to the stage of development of the business (Rothschild, 1996:16-19).

Boal and Hooijberg (2001) argue that leaders who occupy strategic positions of authority within the organization such as the CEO (in this case – the General Manager), are able to bring about change and are able to fortify certain existing patterns (such as culture) within the organization. They do however also acknowledge and recognize that not all who hold these positions demonstrate leadership (Boal and Hooijberg, 2001).

Hitt and Ireland (1999) acknowledge strategic leadership as a significant and crucial aspect required of organizations. They further elaborate on how strategic leadership gives organizations a competitive advantage, and its complexity ensures that it is not easily replicated. Strategic leadership allows organizations to reach the universal aim of having a competitive advantage and can be used to ensure an organizations’ overall success (Hitt and Ireland, 1999). Hitt and Ireland (1999:44) note that “*the global economy may create a need for individual citizens to maintain separate loyalties - one to their own unique traditions and institutions, the other to the characteristics of a rapidly evolving international culture*” making reference to internal integration and external adaptation. The acknowledgement by Hitt and Ireland (1999) of the influence of internal integration and external adaptation, are in line with Schein’s declaration of how culture is formed: “*a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration*” (Schein, 2010:18).

Over the years, organizations have faced a turbulent, frequently changing and extremely competitive economic environment. Analysts argue that these changes have resulted in economies and communication systems that are more integrated; “*the global economy may create a need for individual citizens to maintain separate loyalties - one to their own unique traditions and institutions, the other to the characteristics of a rapidly evolving international culture*” (Hitt and Ireland, 1999:44). Strategic leadership is influenced by organizations’

external environment, and this needs to be considered in the decision making process on a strategic leadership level. Ireland and Hitt (1999) pay attention to the change in the way strategic leadership is being put into practice due to the ever-dynamic nature of the external environment.

Ireland and Hitt (1999) are of the view that strategic leadership can be widely distributed within the organization, and as a consequence, is executed through the interaction of organizational leadership with the organization community, where insights, knowledge and responsibility for organizational outcomes are shared.

Rothschild (1996) provides a different approach to the study of strategic leadership by considering various life cycles experienced by organizations. He argues the importance of matching a type of leader with the respective stage in the organization's life cycle (Rothschild, 1996:16-19). He identifies four types of leaders – *Risk-takers*, *Caretakers*, *Surgeons* and *Undertakers*. The Risk-takers believe in the success of the crucial changes they establish and therefore put their reputation and resources on the line. Caretakers are crucial to the organization at a time when stability and direction are critically required. Surgeons are the saviours of organizations and are required when organizations are on the verge of failure. The undertaker comes in at a time when the organization has reached its downfall and terminates product lines and attempts to cushion the emotional blow to those who survive the downfall. This view is based on the organization's experiences throughout its lifespan (Rothschild, 1996). Just as different leaders are required, based on the different stages of the organizational life cycle, this also applies to leadership in relation to culture.

2.4.1 THE ROLES OF STRATEGIC LEADERS

The implementation of strategy is seen as a crucial responsibility in the strategic management process (Jooste and Fourie, 2009). Pearce and Robinson (2007:3) refer to strategic leadership / management as a "*set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization's vision, mission, strategy and strategic objectives within the business environment in which it operates*". Strategic leaders are therefore tasked with specific roles in order to execute and reach the desired strategic path the organization has chosen.

Ireland and Hitt (1999) call attention to the six roles that establish effective strategic leadership. The roles are: determining the firm's purpose or vision, exploiting and maintaining core competencies, developing human capital, sustaining an effective organizational culture, emphasizing ethical practices and establishing balanced organizational controls. It is believed that the effective implementation of these roles creates crucial competitive advantage and thereafter results in a high level of strategic competitiveness and contributes to the overall success of an organization (Ireland and Hitt, 1999).

Rowe (2001) asserts the significant role strategic leadership plays in the creation of wealth. Rowe (2001) defines and differentiates three types of leadership: strategic, managerial and visionary leadership. He argues that effective strategic leadership is a combination of leading and managing (visionary and managerial leadership). He further reinforces the behaviours and actions of strategic leaders and states that *"a strategic leader creates chaos, makes mistakes, occasionally gets rapped on the knuckles by bosses and subordinates, and even occasionally has to apologize to staff for creating too much disorder before they were ready for it"* (Rowe, 2001:92).

Jooste and Fourie (2009) focus on the implementation of strategy as crucial to the overall success of an organization. They state that, *"strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing"* (Jooste and Fourie, 2009:52). Although referring to strategic leadership, this statement is in line with Schein's (2010) definition of organization culture and the similarities lie within the interaction between the internal and external business environment. Jooste and Fourie (2009) identify several actions that portray strategic leadership as follows: determining strategic direction, establishing balanced organizational controls, effectively managing the organization's resources portfolio, sustaining an effective organizational culture and emphasizing ethical practices.

While the roles of strategic leaders as stated by various authors are somewhat similar, for the purpose of this study, Boal and Hooijberg's (2001:516) roles of strategic leaders were chosen to formulate interview questions. Boal and Hooijberg's (2001) roles of strategic leadership were chosen to be applied to this study due to the fact that the researcher found them to be

more relatable and stated in a manner which was easy to comprehend and convert to interview questions.

The roles include:

- *making strategic decisions;*
- *creating and communicating the organization's vision;*
- *developing key competencies and capabilities;*
- *developing organizational structures, processes, and controls;*
- *managing multiple constituencies;*
- *selecting and developing the next generation of leaders;*
- *sustaining an effective **organizational culture**;*
- *and infusing **ethical value systems** into an organization's culture.*

(Boal and Hooijberg, 2001:516)

This implies that organizational culture is an important aspect of strategic leadership. This study will elaborate on the following elements of Boal and Hooijberg's (2001) roles of strategic leaders:

- Sustaining an effective organizational culture
- Infusing ethical value systems into an organization's culture

The two topics mentioned above were chosen as relevant to the study as they both pertained specifically to the organization's culture and as well as the responsibilities of the leader within the organization, and will therefore be elaborated on.

2.4.1.1 SUSTAINING AN EFFECTIVE ORGANIZATIONAL CULTURE

Organizational culture and strategic leadership are inextricably linked. *"The vision can emerge and move forward as the leader constructs a culture that is dedicated to supporting that vision"* (Bass and Avolio, 1994:541-554). The congruence of these elements within an organization are crucial to the overall success of the organization. Sustaining an organizational culture is one of the key roles of strategic leadership (Boal and Hooijberg, 2001).

Hitt and Ireland (1991:54) refer to culture as a “*social energy that drives the firm*” and further go on to acknowledge its significant impact on the overall performance of organizations. Hitt and Ireland (1999) provide an example of a young 33-year-old Manager of Chrysler Corp.’s in Ontario (James Bonini), who had very little experience. However, by exhibiting his sincerity and honesty through admitting to being from a younger generation, he was able to lead and request help from the individuals connected to and associated with the plant. By encouraging a culture of openness and sincerity, he was able to sway his employees into an overall positive response towards him and his leadership. He was able to create this positive response from employees of the organization by getting involved, ensuring that employees knew who he was, meeting with employees to hear their ideas, addressing their complaints and constantly visiting their place of work / work stations (Hitt and Ireland, 1999).

2.4.1.2 INFUSING ETHICAL VALUES SYSTEMS INTO AN ORGANIZATION’S CULTURE

Infusing ethical values systems into an organization’s culture is crucial to organizations. In order for individuals to become ethical leaders, they need to focus on a positive approach towards ethical leadership within the organization (Trevino, Hartman and Brown, 2000). Subordinates, colleagues, as well as stakeholders’ perceptions are crucial to the development of an ethical leadership reputation. There are two perspectives from which these perceptions arise – on a personal level (being a moral person), and on a professional level (being a moral manager) (Trevino, Hartman and Brown, 2000). Being a leader does not automatically make an individual an ethical leader. There are actions that develop others’ perception of an ethical leader. On a personal level this involves regularly imparting the notion of ethics and values, guiding and role modelling others to strive for ethical conduct, holding people accountable for ethical standards and values through a reward structure (Trevino, Hartman and Brown, 2000). Ethical leadership positively affects the organization and creates loyal, committed and proud collective of individuals in the workplace (Trevino, Hartman and Brown, 2000).

Ethical standards and moral practices are influenced by organizations’ cultures (Fisse and Braithwaite, 1983). Leaders within the organization are tasked with the important responsibility of managing the organization’s culture in order to encourage a high level of ethical conduct / behaviour among employees (Akers, 1989).

2.5 ORGANIZATIONAL CULTURE AND LEADERSHIP

As indicated by Schein (2010), leadership and culture are deeply intertwined. Various studies have indicated the connection between organizational culture and leadership, usually in relation to the performance of organizations (Ogbonna and Harris, 2000). Kelly and Earley's (2009:129-147) study on leadership and organizational culture, applies Schein's framework and reinforces the notion that one of the major influences on the culture of an organization are a leader's actions. Their study applies Schein's (2010) theories of organizational culture to the examination of Andersen Consulting leaders, and concluded that the leaders' actions had been detrimental to the organization's culture and had ultimately led to Andersen Consulting's downfall.

Schein (2010) indicates that the creation and re-enactment and shaping of culture is a result of the way we behave and interact with others. "*Leadership*" is thought of as the ability to mould the values and behaviour of others and therefore creates the foundation of a new culture generation (Schein, 2010:3). He further goes on to explore how culture is ultimately created, embedded, evolved, and ultimately manipulated by leaders. Schein (2010:3) declares that the "*dynamic processes of culture creation and management are the essence of leadership and make you realize that leadership and culture are two sides of the same coin*".

Schein (1992) looks at the concept of organizational culture from the initial formation of organizations. During this process the founder of the organization is required to establish an organization that is that demonstrates and mirrors their beliefs and espoused values. This demonstrates the intertwined nature of organizational culture and leadership.

Moreover, Schein (2010) draws a strong connection between culture and leadership through the observation depicted within organizational cultures and micro-cultures. He highlights the origins of culture within organizations as having been set by the initial founder or leader of the organization, after determining what solutions have worked within the organization / group. When certain components of a culture do not work out, leaders are required to overcome their imposed culture and apply managed culture change agendas (Schein, 2010).

Ogbonna and Harris (2000) explore the link between organizational culture and leadership and its impact on the overall performance of organizations. Various literature on organizational culture highlight the leaders' significant role in creating and maintaining a certain kind of

culture (Schein 1992; Siehl 1985). However, leadership studies also indicate the crucial importance for leaders to demonstrate their efficacy through the comprehension and ability to work within a specific culture, which becomes beneficial when a cultural change initiative is required (Hennessey, 1998).

Belias and Koustelios (2015) support the notion that leadership is a valuable element that can have a crucial effect on culture. They also note that employees' feelings and behaviour can have a notable impact on the organization's main purpose. Employees' feelings and behaviour can occur in response to their leader's behaviour and actions and ultimately affect the culture of the organization. Belias and Koustelios (2015) adhere to Sommer, Bae and Luthans' (1996) roles of organizational culture which include: development and planning of human resources management, recruitment and selection, learning and evolution, labour relations and working climate in business, health, safety, prosperity, fulfilment of regulatory requirements for employees, equal opportunities, and any other matter relating to the employment relationship.

Belias and Koustelios' (2015:101) study of the Greek banking sector, acknowledges the role of leadership as a key feature of organizational culture. While their study examines different styles of leadership, it acknowledges the strategic elements of leadership in relation to organizational culture and the crucial role that leadership plays in shaping an organization's culture (Belias and Koustelios, 2015:102).

While Sims' (2000:65-78) study emphasizes the influence of culture on ethical behaviour, it also examines the difficulties encountered in changing an organization's culture (Sims, 2000:66). The study utilizes Schein's (2010:235-258) mechanisms of embedding and reinforcing culture within an organization, to analyse efforts by various leaders to change the Salomon Brothers' culture (Sims, 2000:66-67). It was evident in their findings that the way the leader had handled the crisis and critical incidents that had struck Salomon Brothers, ultimately shaped the new culture of the organization (Sims, 2000:68-69).

Bass and Avolio (1993) indicate the crucial role that leadership plays in the formation and development of culture within organizations. "*Strategic thinking helps to create and build the vision*" of an organization's future (Bass and Avolio,1993:112). "*The culture is the setting within which the vision takes hold*" and "*in turn, the vision may also determine the characteristics of the organization's culture*" Bass and Avolio (1993:112).

Schein (1983) argues that in line with his definition of culture, the things that become part of the culture are those that have proven to have worked. Founders are responsible for the initial culture formation within work groups and as an organization grows and does well, and in conjunction with the reinforcement of their assumptions, their confidence in their correct view of the world is increased (Schein, 1983).

2.6 CONCLUSION

Organizational culture and strategic leadership are inextricably linked and evidently play an important role in the overall success of organizations. Leaders are responsible for the strategic leadership of their organizations. According to Boal and Hooijberg (2001), sustaining an effective organizational culture and infusing an ethical values system within the culture of an organization are both key tasks required of strategic leaders and are both tasks relating to the culture of the organization. Founders and leaders are responsible for the creation and management of the culture within their organizations. Culture is created by founders of the organization, originally in line with their own values and beliefs. However, the culture continuously changes due to its dynamic nature and due to the way in which organizations respond to problems through internal integration and external adaptation (Schein, 2010) and can ultimately be shaped by the primary and secondary mechanisms that embed and reinforce the culture (Schein, 1996, 2010).

3. CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter serves to provide a structure that outlines the research methodology and process that was followed in undertaking this study. The chapter examines the research paradigm, the case study method, data collection techniques, data analysis, quality standards as well as ethical compliance.

3.2 POST-POSITIVISM RESEARCH PARADIGM

The methodology to be employed in this study is qualitative. Qualitative studies attempt to explain the nature of intricate phenomena (De Vos, et al., 2011:64), in this case – organizational culture. The qualitative viewpoint also indicates conformity with the selected paradigm, namely post-positivism (De Vos, et al., 2011:6). The post-positivist view is appropriate for investigating social phenomena (Denscombe, 2008:14) with the main intention of the investigation being to provide an explanation (Guba and Lincoln, 1994:112). This perspective acknowledges that while the researcher has access to information and knowledge, it remains external to him/her and cannot be fully comprehended (Guba and Lincoln, 1994:110). The researcher is required to be aware of his/her role in the research and of the process itself as it is through participating in the undertaking of the research that the researcher is able to establish further knowledge (Guba and Lincoln, 1994:110).

3.3 RESEARCH METHOD – THE CASE STUDY

The strategy of inquiry selected for this particular study is the case study. The case study approach is a strategy associated with the qualitative research methodology, in which an event, process, activity or individual(s) are investigated (Creswell, 2003:15). It will allow the researcher to gain insight and a better understanding of the research in question through the inductive exploration of the research question (Babbie, *et al.*, 2007:80, 282). Yin (1994:9) declares that, with regards to the case study approach, researchers have little or no control over the event, process, activity or individual(s) of which a how or why question is being asked. Case study data is bounded by time periods and activities (Creswell, 2003:15). The period to be covered by the case study will be the commencement date of appointment of the general

manager of the organization in Botswana (December 2015), to May 2017. Conforming to the case study approach, a variety of data collection techniques will be utilized (Creswell, 2003:15).

3.4 DATA COLLECTION TECHNIQUES

Data was collected through the following techniques:

- Open-ended interviews with executive management, junior management and other employees of the organization;
- Document analysis of the organization's minutes of meetings and strategy documents.

The sampling method that was applied to the selection of participants was purposive sampling. The participants were deliberately selected by the researcher to have a variety of employees included in order to obtain diverse points of view. Therefore, participants were drawn from all levels (i.e. the executive team, the general manager, and other employees), had been with the organization for various lengths of time (i.e. those who had been employed for longer than the general manager, and a single individual who was new), and were selected from various departments. Different sets of interview questions were formulated to address the general manager, old employees, new employees on their experiences of the general manager, and the executive managers were also asked about their strategic roles. The population for the study was 17, from which a sample size of eight interviewees was selected. Interviews took place at the organization's office located in Maun (Botswana). The estimated time scheduled for the interview was an hour and a half for each participant. The organization's strategy documents and minutes of meetings were also analysed in order to obtain any additional evidence relating to the focus of the study.

3.5 INTERVIEW QUESTIONS

The interview questions were initially formulated with the intention of obtaining data in relation to leadership, strategic leadership and organizational culture. The interview questions (See Appendix A – Interview Questions) formulated for the study were:

- Derived from broader literature on leadership and strategic leadership and culture;

- Intended to provide general background and;
- Specifically aligned to individuals based on their position (executive manager or non-executive employee) and also based on whether they had commenced their employment before or after the current general manager joined the organization.

Upon examination of the findings, it was found that original questions relating specifically to strategic leadership, were either avoided or not satisfactorily answered by the participants of the study. Therefore, the focus moving forward rested on the determination of the leader's behaviour in relation to the organization's culture, through the questions that were asked based on the critical incident technique.

3.6 DATA ANALYSIS

Data was collected from one-on-one interviews with subjects, as well as documents such as the minutes of executive management meetings. Through the analysis of critical incidents contained in these interviews and documents, the analysis endeavours to see through the eyes of the research participants, how they connected meaning to the leadership events under investigation (Bryman and Bell, 2015). Data was analysed using thematic analysis. This method of data analysis involves identifying, analysing and reporting patterns of behaviour within the data collected (Aronson, 1994), in order to generate an understanding of what was happening and why.

3.7 THE CRITICAL INCIDENT TECHNIQUE (CIT)

The CIT involves the observation of human behaviour, in order to determine details that could be effective in deciphering solutions to empirical problems (Flanagan, 1954). Furthermore, Callan (1998:94) describes the critical incident technique as an approach used to record "*behaviour that has been observed to lead to success or failure in accomplishing a specific task*". This study focuses on leadership and its impact on the culture of the organization. The behaviour observed is that of the current leader of the organization, Christelle Horne.

According to Angelides (2001), the analysis of critical incidents is an efficient technique for carrying out qualitative research. Angelides (1999) further goes on to support the efficiency

of generating rich qualitative data and underpinning the deeper level of social proceedings through the application of the critical incident technique.

For the purpose of this study, Tripp's (1993, 1994) definition of critical incidents is applied, which includes simple events that occur in common daily life. Tripp (1993:24-25, 1994) draws attention to the fact that: "*the vast majority of critical incidents,*" . . . "*are not all dramatic or obvious: they are mostly straightforward accounts of very commonplace events that occur in routine professional practice which are critical in the rather different sense that they are indicative of underlying trends, motives and structures*". Tripp (1993:8) further goes on to reinforce that critical incidents: "*are not "things" which exist independently of an observer and are waiting discovery*", "*but like all data, critical incidents are created. Incidents happen, but critical incidents are produced by the way we look at a situation: a critical incident is an interpretation of the significance of an event*". In this case critical incidents are therefore significant events as interpreted and observed by the participants / subjects of the study.

Reference to the two theories below indicate the link between critical incidents and the role they play in shaping / affecting culture:

- Schein's (2010:18) definition of culture: "*a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*".
- Angelides' (2001) assumption that a critical incident is a problematic circumstance or an astonishing act that results in either a solution to a problem or prompts a time of reflection.

This leads to the conclusion that the analysis of critical incidents could be helpful in peeling the layers and discovering an in depth understanding and illumination of the culture of organizations as they attempt to solve problems.

Due to the initial direction of the study, not all interview questions were of CIT in nature. However, some questions were directly aligned to the critical incident technique. The questions are as follows:

- Think of a time when your general manager has done something that you felt should be encouraged because it seemed to be in your opinion, an example of good leadership. Please elaborate.
- Think of a time when your general manager has, in your opinion, displayed unequivocally good leadership – the type of action that exemplifies superior / stellar leadership. Please elaborate.
- Think of a time when you felt that your general manager / leader could have handled a work situation better. Please elaborate.

3.8 VALIDITY, RELIABILITY AND TRIANGULATION

Validity and reliability are elements of research that qualitative researchers should take heed of (Patton, 2001). Reliability in this particular case refers to the dependability or consistency of the study and “*whether the results of the study are consistent with the data collected*” (Merriam, 1995:56). In this study, a “chain of evidence” was validated through multiple sources of evidence. Company documents were analysed and interviews were recorded to allow for cross checking (Riege, 2003:78-82). Triangulation of methods and data sources would support internal validity. The reliability of data was fortified by the recording and storage of data collected in interviews, while external validity was supported by the generation of extensive descriptions (Riege, 2003:78-82). An audit trail was included describing data collection in detail, the formulation of categories as well as how decisions were made throughout the duration of the study (Merriam, 1995).

3.9 ETHICAL ISSUES

The researcher followed the ethical procedures that guide Rhodes University, and obtained permission to undertake the research from both the university’s Research Committee, and from Belmond Safaris Botswana (See Appendix C – Institution Consent Form). Informed consent forms were used to obtain permission for the participants to take part in the study, and so interviews were only held with those who had provided informed consent (See Appendix C –

Informed Consent Form). The researcher offered to handle each interviewee's data anonymously, but none of the participants thought that this was necessary. This would have involved stripping the data of any identifiable details that could be traced back to the interviewee as the source. Although the participants did not see the need for this level of anonymity, when writing up the findings, the researcher removed any characteristics that would identify a particular employee as the source of a statement. Participants' personal records were not examined and are not part of the study. These measures were taken into consideration to ensure that no harm would come to the participants of this study, and that there would be no invasion of privacy, or deception (Bryman and Bell, 2015).

3.10 CONCLUSION

In conclusion, the study followed a qualitative research approach. Purposive sampling was applied to the selection of participants for the study. Interviews were carried out with the selected subjects of the study and company documents were examined. The data collected was analysed by means of thematic analysis and patterns were identified and analysed. The critical incident technique was utilized in order to determine the impact of the leader's behaviour on employees and the organization, from the perspective of the participants of the study. A chain of evidence has been substantiated through various sources of evidence – interviews, company documents and management meetings. The ethical principles and procedures that guide Rhodes University have been applied to this study.

4. CHAPTER 4: FINDINGS

4.1 INTRODUCTION

This chapter presents and analyses the findings of the study. The findings are of a qualitative nature and their analysis is in accordance with the main aim and objectives of the study. A reiteration of the main objectives of the study, are as follows:

- To identify critical incidents that have occurred during the tenure of the leader;
- To assess the behaviour exercised by the leader in dealing with these critical incidents;
- To assess the impact of the leader's behaviour on the culture of the organization.

The analysis of the finding will be accomplished through thematic analysis of critical incidents in relation to leadership behaviour and its culture impact.

Chapter Four begins with a brief introduction of the organization and the leader. Thereafter, it focuses on the values of the organization and how they have changed. This is followed by the critical incidents that have occurred throughout the current general manager's tenure, and how the behaviour reported in the critical incidents has shaped the culture of the organization.

4.2 THE CASE STUDY

4.2.1 BELMOND SAFARIS BOTSWANA

The organization chosen for the purpose of this study is Belmond Safaris Botswana. A luxury tourism safari company based in Botswana, and operating in the Chobe National Park, Okavango Delta and Moremi Wildlife Reserve, with its headquarters based in Maun. The organization has been in the hands of a new leader, Christelle Horne, who was appointed in December 2015.

4.2.2 THE LEADER

Christelle Horne initially joined the group in September 2011. She was Regional HR Manager for Belmond Africa, based in South Africa for five years before she became the General Manager of Belmond Safaris Botswana in December 2015. She spent a lot of time visiting Botswana and the camps – training, meeting, discussing and interacting with the staff. She had therefore spent time in Botswana and was familiar with the team prior to her becoming the new leader of Belmond Safaris Botswana. She was scared, excited and challenged by the prospect of her new role.

4.2.3 BELMOND SAFARIS VALUES

The formulation of Belmond Safaris' list of values was a huge company exercise that was driven by the HR team. During this time, Christelle Horne was still the Regional HR Manager for Africa and a driving force behind this exercise. The company conducted a study, which involved focus groups, in order to have a discussion and establish what Belmond means to their staff. Statistics were analysed from the approximately 6000 employees across the Belmond Group. This exercise was also carried out in the Maun office. Employees were given a chance to discuss values and what they believed Belmond stood for. As a result, a list of 10 values was established. Employees were then asked to vote and this ultimately brought them down to the four values that exist today. These replaced the old values and are now the corporate values for the Belmond Group.

Table 1 below, is a representation of the values of Belmond Safaris. The table indicates the old values and their transformation into the new values that both the employees and general manager played a role in formulating. The general manager continues to drive the new Belmond Safaris values in her day-to-day leadership of the organization.

Both the staff and management had a difficult time recalling and describing the old values. The old values come across as unembodied and externally focused, compared to the new values which have a more rounded focus and can apply to a both internal and external collective. Having been a part of the study that was applied to the formulation of the new values, it seems that it has been a lot easier for the employees of Belmond Safaris to grasp and understand and go on to live the values of the organization. In reporting critical incidents that have occurred

during the time their new leader was General Manager, it became evident that she has been leading by example, and continues to drive and uphold the values of the organization, thereby positively influencing the staff to do the same.

Table 1. Old Values versus New Values of Belmond Safaris Botswana

BELMOND SAFARIS' OLD VALUES	BELMOND SAFARIS' NEW VALUES
<p>CHARACTER <i>"We value diversity. Guest encounters are an opportunity to express ourselves as individuals as well as professionals."</i></p>	<p>CARE <i>"We foster genuine relationships with all stakeholders."</i></p>
<p>DISCOVERY <i>"We seek new places, people and experiences even in well-known cities, countries and cultures."</i></p>	<p>COMMUNITY <i>"We have a strong team spirit and foster positive engagement with our communities."</i></p>
<p>DELIGHT <i>"We create the small touches and meaningful moments that delight guests used to the highest standard."</i></p>	<p>CONFIDENCE <i>"We are proud of who we are and passionate about what we do."</i></p>
<p>AUTHENTICITY <i>"We are dedicated to our local communities and their lifestyles"</i></p>	<p>CURIOSITY <i>"We share a thirst for knowledge and discovery."</i></p>

(Belmond, n.d.)

The formulation of the organization’s vision and strategy was carried out at board level with the participation and input of the General Managers of Belmond’s various properties. Belmond’s strategy / strategic plan is named “Horizon 2020”. The plan encompasses three strategic priorities:

- Driving top line growth and bottom line results
- Increasing brand awareness
- Expanding Belmond’s global footprint (i.e. growth)

The organization is currently in a growth phase, acquiring properties all over the world through a variety of strategies and structural arrangements (e.g. forming joint ventures, managing properties, acquiring wholly owned properties managed by others, or the drawing up of a management contract). The current vision of the organization is “A world of happier lives”. The mission is “Enabling people to slow down and take time”. The “personality” of the organization is in the process of being defined.

The findings indicate that Christelle Horne has applied a democratic and people focused approach to her leadership. It is evident that she views her relationships with all stakeholders (i.e. internal and external) as crucial, to the overall success of both the organization, and herself as a leader. She puts an emphasis on teamwork and works strongly from a trust basis. She doesn't believe in interfering in her employees' roles unless asked for help and she sees her role's imperative as guiding and supporting her staff and giving them a sense of empowerment. She is always willing to debate and reason and addresses issues, as and when they arise. She always wants her employees to understand “where she is coming from” when she makes decisions. This requires a lot of interaction with her staff. She holds regular meetings with her executive team and also holds regular meetings with each department to discuss various issues, so as to avoid any escalation of negative issues. Communication is very important to her and she is strict when it comes to the company's reporting structure. However, should following the reporting structure result in an unsuccessful outcome, her employees know that “her door is always open” and that they can approach her directly. She is very inclusive in how she approaches things and gives consideration to her employees' input before making final decisions on certain issues.

4.2.4 CRITICAL INCIDENTS

Throughout Christelle Horne's tenure as the General Manager of Belmond Safaris, certain incidents have occurred, of which this study aims to ultimately determine the behaviour exerted by the leader in dealing with these critical incidents, and how they have affected the culture. The critical incidents that have been identified as crucial to the shaping of the organization's culture are as labelled as follows:

- Presentation of New Strategy To Staff
- Khwai Airstrip Closure

- No Lunch for Staff
- Consulting Staff Regarding Their Preference in Uniform
- Helicopter Medical Evacuation for Xaxaba Villager
- Apologizing To Staff For Losing Temper
- Including and Involving All Staff in Celebrations
- Showing Compassion towards Sick Staff Member
- Standing Her Ground on Decisions
- Leniency

4.2.4.1 PRESENTATION OF NEW STRATEGY TO STAFF

According to the general manager, Belmond believes that its new strategy is going to create more success for the organization. The way the new strategy was presented to the junior staff was described as praiseworthy. The General Manager carried out the presentation of the new strategy in person and had sessions with all the staff members in all the camps. The new strategy was presented to them in small groups and they were given the opportunity to discuss. The general manager simplified the presentation she had adopted from an operational point of view (i.e. hotel vs luxury wilderness camp) and explained and “brought it down” to a level that was more practical for the staff to grasp.

This task could have been delegated, however, the general manager chose to be a key part of the process in order to drive the message to the employees. The leader encouraged the employees to participate in its implementation. This incident was seen to reflect the values of care, community and confidence. It also portrayed an attribute of inclusiveness in the culture and leadership of the organization.

4.2.4.2 KHWAI AIRSTRIP CLOSURE

On the 9th March 2017, the Khwai airstrip was used as normal. The following morning however, there was a stream of water in the middle of the airstrip as a result of flooding, preventing aircraft from landing and disrupting guest arrivals and supplier itineraries.

All stakeholders in the area were immediately informed as guests and other personnel were scheduled to be flying into camp that day. Suppliers were also informed by 10 am that day and

an alternative airstrip was arranged. Belmond Safaris worked closely with Mack Air and Helicopter Horizons (the two air charter companies they work with) to manage the flights and resolve the issue. Guests of Belmond were given the option to visit one of the other camps at the company's expense. Within an hour the trouble had been resolved.

This was achieved through working together as a team and as a result of the general manager's hands on approach, and thinking on her feet in a situation that could have ultimately resulted in crises. The leader handled this issue with her team and made decisions in the interest of people. This incident reflected the values of community and confidence and identified the general manager's ability to take charge of situations and be resourceful during times of crisis. It also portrayed an attribute of inclusiveness in the culture and leadership of the organization through working as a team and leading and guiding her team through a potential crisis.

4.2.4.3 NO LUNCH FOR STAFF

Belmond Safaris has pledged to provide at least one meal a day to their employees. They believe that this brings their employees together and also provides a meal a day to those who are facing difficult circumstances. There was an incident where the individual responsible for preparing lunch for the employees was absent. It was only realised at the end of the day that no lunch had been prepared for the staff. In the past when an incident such as this has occurred, one of the receptionists or other staff will volunteer to cook, or lunch is purchased externally.

On this particular instance, the general manager had not been informed of the situation. It was too late for her to do anything by the time she learnt of the matter. She was distressed and emotional about it. The employees were touched by this and believed it demonstrated her kindness and concern for them. The general manager stated her concern that they are unaware of everyone's circumstances and therefore do not know whether that one meal a day might be the only meal some of her employees get. In this instance, the leader showed emotion and compassion. This incident reflected the value of care and exhibited her worry and concern for her employees, portraying an attribute of compassion.

4.2.4.4 CONSULTING STAFF REGARDING THEIR PREFERENCE IN UNIFORM

In the past, the Belmond Safaris office staff members in Maun were required to dress the same as the staff in the camps. Their uniform was khaki safari style. The employees believed that it was not practical for those working in the office. When the current general manager joined the organization, she decided to include her staff in the decision making process for new uniform. In the past they had not been given the opportunity to negotiate their choice of uniform.

By including her employees in the decisions regarding their uniform, the general manager created an environment where the employees felt that they were being listened to, an environment of inclusivity. Their uniform request was actioned and they now wear green / turquoise and white shirts, and a light brown pair of skirts, slacks, shorts or trousers. This incident reflected the values of care, community and confidence and the inclusiveness and democratic approach to the way in which the general manager leads. It also portrayed an attribute of inclusiveness in the culture and leadership of the organization.

4.2.4.5 HELICOPTER MEDICAL EVACUATION FOR XAXABA VILLAGER

Belmond Safaris operates their Eagle Island Camp near the Xaxaba Village. The organization carries out a number of community development initiatives in order to give back to the community. Examples include transporting of mobile clinics to the village, supplying the village with clean drinking water when they are experiencing issues with water, arranging village clean up campaigns and supporting the orphans within the community. There are also times when the organization has to help the community to resolve unplanned and unexpected incidents. When such incidents occur, the community has no choice but to request help from Belmond as they are nearest to them.

A serious incident occurred in May 2017, when one of the villagers, a 75-year-old man, broke his leg. Given the location of the village and the fact that there are limited resources, there was not a lot that could be done to help the man. The hospital is located in Maun, and given the urgency of the matter, the only help they could get immediately was from Belmond Safaris. The only way to help him was by putting him on a flight to Maun at the organization's expense. However, there were no flights available on that day and no diversions. The community cannot

afford to charter an aircraft to assist their people. Belmond tried to get the injured man a seat on Mack Air and called on the government involved, but there was nothing that could be done. Eventually when the staff had given up on resolving the situation, the general manager stepped in and authorised them to charter a helicopter and medically evacuate the injured man to the hospital in Maun.

Clearly, the charter cost the company. However, the employees believe that the general manager made this decision because it was the “right thing to do”. This decision was unrelated to profit or finances, but was made out of concern, kindness and fearing for this person’s life. The leader showed compassion and acted in the interest of people. This incident reflected the value of care and showed her concern not only for her employees, but for an individual from the community in which the organization operates (i.e. concern for all stakeholders). It also demonstrated the general manager’s ability to take charge of a critical situation and make a decision for the greater good. It also portrayed an attribute of compassion in the culture and leadership of the organization.

4.2.4.6 APOLOGIZING TO STAFF FOR LOSING TEMPER

There have been a few incidents where the general manager has lost her temper. Her employees have pointed out that one thing that they have observed that distinguishes her from other leaders, and which they admire about her, is that when she is wrong – or after any occurrence where she loses her temper – she takes the time to apologize to her staff. Her employees have been surprised by this behaviour as they do not expect this from someone in a senior position such as herself. It evidently brings some peace and stability back to the team and they are able to “move on” without any feeling of grievance.

The general manager herself identified one of these occurrences as a critical incident where she feels she could have handled a situation better. The fact that she is able to bring this up in an interview when being questioned, also suggests that she is able to reflect on her actions.

In the case of the first incident, there was a day when the general manager was sitting in her office when she witnessed one of the drivers get into her designated vehicle and speed off in a manner that was unacceptable. She was distressed and concerned about the incident and went to their manager’s office to talk to him. However, she lost her temper and stated that “this was

the reason why things don't last in the organization", and that because of their carelessness, the driver should no longer drive her designated vehicle.

She later realised that she could have handled the situation better and that she should not have lost her temper. She went back and apologized to all, while also stressing the importance of driving with care and caution and being careful with company property. She later came up with a cleaning roster for the drivers that indicates who is responsible for the cleaning of the vehicles on given days, and how many times they need to be cleaned. The fact that she apologized for her actions also resulted in the employees and the manager taking heed to what she had to say. Giving responsibilities to the drivers also instilled a sense of pride in what they do.

In a second incident, the general manager lost her temper in a meeting when in conversation with the Eagle Island Camp staff. The staff informed the Human Resources Manager that they were not happy with the way their General Manager had lost her temper when talking to them. When the Human Resources Manager brought this complaint to her attention, she immediately went back to the staff and apologized.

These incidents reflected the value of care and community and showed her reflective, apologetic, remorseful and concerned nature for how her employees feel and perceive her actions towards them. It also portrayed an attribute of compassion in the culture and leadership of the organization – finding it important to apologise to the staff without feeling too proud to do so.

4.2.4.7 INCLUDING AND INVOLVING ALL STAFF IN CELEBRATIONS

Before the current general manager joined the organization, the birthdays that were celebrated in the organization were only those of the managers. When it came to other celebrations, only the managers were involved and participated. The employees indicated their satisfaction that this has changed. The organization started celebrating birthdays for each staff member in the Maun Office. Due to the fact that it is difficult to do the same for the staff in the camps, the camps celebrate once a month for those whose birthdays fall in that month. Birthdays are celebrated with cake, and a card that is signed by colleagues wishing them well.

There was a day when the Executive Assistant to the General Manager was on leave and had left the task of arranging the birthday cake and card to the receptionist. The receptionist forgot about this task, forgot to remind the General Manager and forgot to make all the necessary arrangements. The General Manager was disappointed by this **occurrence**. The staff members observed the general manager's reaction and believe it was indicative of a very caring gesture.

The staff members were pleased to have also been included and involved in other celebrations (Independence Day, Christmas Celebration, Retirement Celebrations, etc.). They appreciate that their general manager also involves them in the decision making process and in some instances they they are allowed the opportunity to decide what they would like to do for certain celebrations.

In this type of incident, the leader showed emotion and encouraged participation. Her approach to celebrations reflected the value of care and community and enforced the general manager's caring and thoughtful nature. It also portrayed an attribute of inclusiveness in the culture and leadership of the organization.

4.2.4.8 SHOWING COMPASSION TOWARDS SICK STAFF MEMBER

There was an incident where a certain staff member from one of the camps was always sick and regularly visited the hospital in Maun. The frequency of his leave days due to illness increased, to the point that he spent more time on leave compared to the time he was at work. The human resources manager advised the general manager to terminate his employment. However, this employee was providing for his newly born babies. The general manager decided not to dismiss him, expressing concern for the future of her employee, particularly if he would be able to find another job, or still be able to support his family.

In this incident the leader showed compassion. The incident reflected the value of care and community, and showed her concern for her employees' personal situation, over and above the organization's requirements. It also portrayed an attribute of compassion in the culture and leadership of the organization.

4.2.4.9 STANDING HER GROUND ON DECISIONS

There was a management couple that were absent without authorised leave. The general manager “put her foot down” to this unacceptable behaviour and refused to renew their contracts. When it came to answering to her seniors who wanted to renew the contracts, she “stood her ground” and refused to renew these two employees’ contracts under any circumstances. Those who witnessed her make these decisions admired how brave she had been in standing her ground as it was clear that that the management couple had been wrong and had potentially “put the organization in a crisis mode”, due to the absence of both managers from the camp. The incident challenged the value of care for customers and the organization, and so the general manager wanted to avoid any further incident of this kind. She also wanted to show that this kind of behaviour would not be tolerated. The value of confidence also showed in the leader’s resolute firmness in not changing the decision, even when pressured to do so.

4.2.4.10 LENIENCY

There was an incident that involved a member of staff who was in charge of financial tasks. This situation was in relation to a Botswana Qualification Authority (BQA) claim for the company that was unfortunately submitted late and was therefore turned down. This claim involved a large reimbursement of money owed to the company. Due to the fact that it was submitted late, the organization was not reimbursed. The person responsible for this mishap wrote a letter to explain what had happened. To the astonishment of other employees, the individual was not reprimanded in any way, not even a warning letter was issued. The individual was simply asked by the General Manager not to repeat the same mistake again.

Others felt that this individual did not have to deal with the consequences that come with full accountability, especially when handling financial tasks and responsibilities. This however implied that a precedent had been set, and for those who would later make mistakes such as this, this would be a point of reference in trying to understand what is acceptable and what is not. It certainly added a level of uncertainty and seemed controversial given the principles, rules and procedures governing the organization. However, this incident reflected the value of care and showed her ability to forgive her employees, give them another chance and move on

from a difficult situation. It also portrayed an attribute of compassion in the culture and leadership of the organization.

4.3 SUMMARY OF IMPACT OF LEADERSHIP BEHAVIOUR IN RELATION TO CULTURE

Tables 2 and 3 summarize the effects of the leader’s behaviour in response to the critical incidents that have been reported in the interviews. Table 2 portrays the alignment between her behaviour and the values of the organization. Both the leader and the staff had been included in the formulation of the new values, which had resulted in a sense of ownership by all. It was therefore important for the leadership of Belmond to live up to these values. From the interviews, it was evident that the employees recognized the new values of the organization being displayed in the behaviour of the general manager, particularly the values of Care and Community.

There was also general consensus among the Maun office employees that she had adopted an inclusive and democratic approach. Relationships were very important to both the leader and her employees. Given how the general manager has treated them, people feel that they do matter, that their voices are heard, and that they belong to something greater than themselves as a result of her leadership approach.

Table 2. Values, Incidents and Leader’s Behaviour

VALUE	INCIDENT	BEHAVIOUR
CARE	A	Proud, Teaching
	C	Worried, Concerned
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	G	Inclusive, Caring, Thoughtful
	H	Concern, Care, Compassion
	I	Resolute, Firm

VALUE	INCIDENT	BEHAVIOUR
COMMUNITY	A	Proud, Teaching
	B	Taking Charge, Being Resourceful
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	G	Inclusive, Caring, Thoughtful
CONFIDENCE	A	Proud, Teaching
	B	Taking Charge, Being Resourceful
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	I	Resolute, Firm
CURIOSITY	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful

Table 3 indicates how the leader's behaviour, actions and application of the organization's values have shaped the organization's culture at the level of artefacts and values. She had promoted an ethical values system through leading by example, trying to be a genuinely good person in showing compassion and humility towards both employees and the community, and by promoting corporate social responsibility initiatives.

Table 3. Assessment of the Organization's Culture

ARTEFACTS	
WHEN NEW LEADER JOINED THE ORGANIZATION	CURRENTLY UNDER NEW LEADER'S LEADERSHIP
UNIFORM	
Khaki clothing like the lodges	Beautiful green / turquoise and white shirts and brown like beige bottoms
Maun office staff didn't like it	Maun office staff are happy with their uniform and often get complimented

Uncomfortable	Comfortable
Didn't seem practical for office staff	Very practical for the office staff unless they are helping with offloading
Felt that it was very informal	Very formal and smart
Didn't look good	Looks very good
Felt like they didn't fit in	They feel like they fit in, has a hospitality look - they feel it looks better than most company's uniform
Weren't given a choice about it	Their plea for new uniform was listened to and they were included / involved in choosing what they would prefer
BUILDING	
Reception area was just bare brick walled	New banners of the camps in the reception area
Nothing in front of the office	Plants in front of the office
Old fence that was falling apart	New better looking and durable fence
Old shade parking area that was falling apart	New better looking and durable shade parking for executives
Old office chairs that were in bad condition	New office chairs
Due to water shortages the garden never survived	Revival of the vegetable garden out back
INTERACTION	
<p>Employees were not free to talk casually or visit one another in their offices. It was a very formal environment. The negative work environment of the organization was causing the reception staff to be rude towards individuals coming in to submit their job application letters.</p>	<p>Employees feel free to talk to one another casually, while they ensure that they do not waste time talking and being unproductive. They are able to maintain a friendly demeanour / exchange with one another, share some good laughs, visit each other in their offices and just generally feel free. Overall a positive atmosphere.</p>
ESPOUSED VALUES	
OLD VALUES	NEW VALUES (4C's)
Character	Care
Discover	Community
Delight	Confidence
Authenticity	Curiosity
CHARACTERISTICS DRAWN FROM THE VALUES	
Outward looking	Inward looking (introspective)
Difficult to relate to and somewhat intangible	Easier to relate to and somewhat tangible

Applicable to guests of Belmond as opposed to the employees	Applicable to employees as well as what they have to offer guests
Impersonal	Personal

In summary, the general manager has been able to drive and demonstrate the importance of the values of Belmond Safaris and their implementation. While the organization's values form a part of her strategic leadership of the organization, relationships were discernibly of greater importance and significance to her. Furthermore, in investigating how leadership has influenced the culture, while the leader may well be exercising strategic leadership roles to shape the culture, from the perspective of employees, the way she upholds the values through her daily interaction with staff had a much stronger impact on the culture.

She has tried to instil a sense of pride in her employees, in their approach towards their work. She encourages her employees to challenge her, and to let her know when they do not agree with her. They are encouraged to debate things in order to get their points across, or gain a better understanding of her perspective on the decisions she makes. They are also regularly kept informed on what is going on in the organization.

Employees were also of the view that the organization values form a part of who the leader is as a person. She genuinely cares about people, and is able to naturally encourage and motivate her team. Furthermore, her caring for people goes beyond just the organization and its interests, extending to the broader community in which Belmond operates.

While the culture of the organization at the level of basic assumptions was not established, it is evident that leadership attributes such as inclusiveness, humility and compassion have a prominent effect on the culture of the organization. That is, relational leadership has played a significant role in shaping the culture of the organization.

5. CHAPTER 5: DISCUSSION

5.1 INTRODUCTION

“People buy into the leader, then the vision” (Maxwell, 2007:281).

The main aim of the study was to analyse the impact of the leader’s behaviour on the organizational culture at Belmond Safaris. As indicated in Chapter 2, leadership and organizational culture are inextricably linked to one another. Founders create the organization’s original culture based on their own values and beliefs. As the organization grows, leaders are able to shape the culture of their organization through their own values and beliefs, as well as through the primary and secondary mechanisms for embedding and reinforcing culture (Schein, 1996, 2010) as mentioned in Chapter 2. Leaders set an example for their followers and are also able to shape the culture of the organization through their actions – the things they say and do daily.

Schein (2010:18) defines culture as *“a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”*. As previously stated, strategic leaders are responsible for solving the problems of external adaptation and internal integration faced by the organization. The way in which they choose to embark on solving these problems, as well as their actions and behaviour in response to the problems, ultimately shapes the culture of the organization. It is not only the decisions that they make, but also how they reach their decisions that contributes to the shaping of the organization’s culture.

The efforts of this study initially adopted a deductive approach and set out to discover the impact of strategic leadership on the organizational culture of Belmond Safaris. However, as mentioned previously, the interviewees’ responses to questions required a theoretical reorientation of the study. That is, once the data was analysed, it was clear that the study had to shift its original focus from strategic leadership roles, to a focus on the leader’s response to day-to-day critical incidents that had occurred. That is, the leader’s behaviour and actions in response to these incidents was seen by employees to be shaping the culture of the organization, rather than the strategic leadership roles that she exercised. In light of these findings, the

concepts of compassion, humility and apologizing, inclusiveness, relational leadership – all underpinned by social exchange theory – were identified to illuminate the findings. This new literature was reviewed to create a better understanding of the findings, thereby adopting an inductive approach to the study. Chapter 5 therefore introduces the literature on relational leadership (and related concepts such as compassion, humility & apologizing, and inclusiveness) to explain the leadership as practiced by the general manager in Belmond Safaris.

The chapter also introduces a key theory underpinning relational leadership, namely social exchange theory. Schein (2013:54) declares how “*we value task accomplishment over relationship building and either are not aware of this cultural bias or, worse, don’t care and don’t want to be bothered with it*”. This discussion, based on the findings of the study, proves that the basis of the exchange of the leader and her employees within this organization leans towards a social exchange as opposed to an economic exchange. Leaders who lead with humility and compassion indicate the prominent presence of relational leadership and social exchange within their organizations. This conforms to the nature of the business itself (i.e. tourism), which is based on service delivery. The leader has also showed a deep understanding of, and conformity to the values of the organization.

In summary, in the light of the findings of the study, the discussion will focus on the following concepts from the literature:

- Compassion
- Humility and Apologizing
- Inclusiveness
- Relational Leadership
- Social Exchange Theory

5.2 COMPASSION

According to the findings of the study, the general manager demonstrated compassion in several incidents: her concern when there was no lunch provided to her employees, the helicopter medical evacuation of the injured Xaxaba villager, apologizing to her staff when she had lost her temper, her compassion towards a sick staff member and her leniency by forgiving

an employee who had made a crucial mistake. This compassion was also supportive of the value of care.

Webster's New Collegiate Dictionary (1963:169) defines compassion as the "*sympathetic consciousness of others' distress together with a desire to alleviate it*". While Dewar and Cook's (2014) study focuses on compassion within the health care sector, their findings could also be applicable to other industries in which service is fundamental to the overall success of the organization. Their findings emphasized the development of more open and caring relationships, and a strengthening of the employees' sense of value within the organization. Relationship centred capabilities that directly focused on strengthening the aspect of care were observed by those partaking in the study (Dewar and Cook, 2014). Patterson et al. (2011) recognize that emphasis on compassionate and relational leadership opposes a 'command and control' culture and instead, enhances a positive culture where the development of relationships based on compassionate care is cultivated.

It is evident that the leader of Belmond Safaris has demonstrated strong values and actions based on a relational foundation to the way in which she leads the organization. She has applied compassion and care towards other people through the critical incidents that have occurred and her responsibility in handling them. Her demonstration of compassion is in line with the literature on compassion (Dewar and Cook, 2014; Patterson et al., 2011).

5.3 HUMILITY AND APOLOGIZING

According to the findings of the study, the general manager has demonstrated humility through the crucial act of apologizing to her employees following an incident in a meeting where she had lost her temper. Her reflection and decision to apologize was something that has been observed as uncommon, coming from the leadership of the organization. Her humility was also seen in her inclusive leadership approach adopted in several incidents: presentation of the strategy to staff, consulting staff regarding their uniform preference, and including and involving all staff in celebrations. The leader has therefore demonstrated humility in her inclusive and participative approach. The leader's humble behaviour promoted the values of care, community and confidence.

Humility forms part of the framework that encompasses the theory of servant leadership (Mittal and Dorfman, 2012) as well as inclusive leadership (Randel et al., 2017). The word '*humility*' is defined as being modest or humble, also extending to one not thinking of themselves as better or more important than others. Apologizing when one recognizes that they are in the wrong is a manifestation of humility and compassion.

The instances of apologies that have been described in this study were within the organization, which is very small, and not necessarily directed to a larger public audience. Nevertheless, the fact remains that the leader found it necessary to acknowledge responsibility where she felt she could have handled a situation better, and where she felt that she had somehow violated a certain norm amongst her colleagues and followers (Selart and Johansen, 2011). Apologizing is associated to ethical leadership due to its link to morals (Cels, 2017), thereby indicating its positive effect on an organization's culture. Cels (2017) lists several examples of instances where leaders of very well known organizations publically apologized:

- The Gulf oil spill where the leader of British Petroleum, Tony Hayward, acknowledged responsibility and apologized to the public (BP, 2010);
- Australian Prime Minister who apologized for the appalling laws and policies that had been imposed on the aboriginal race (Australian Government, 2008);
- The Volkswagen scandal – the Volkswagen CEO apologized for the organization exploiting the public, to illegally bypass emissions compliance standards for some of their vehicle models (Volkswagen, 2015).

In this study, examples of the leader's humility included apologizing to and forgiving her employees. This behaviour showed her care and concern towards both the employees and the broader community in which the organization operates. It is clear that the leader was able to not think of herself as better than others, she humbled herself and decided to lead by example through the simple act of apologizing to her staff. The leader felt responsible to make a situation better as she had violated a certain norm. This is in line with Selart and Johansen's (2011) understanding of how a leader decides to apologize. Her actions are in line with the instances of apology identified by Cels (2017) above, though these apologies were mostly public and on a larger scale.

5.4 INCLUSIVE LEADERSHIP

According to the findings of the study, the leader has demonstrated inclusiveness through the following incidents: presentation of new strategy to staff; including the staff and encouraging teamwork when dealing with the Khwai Closure crisis; consulting staff regarding their preference in uniform; and including and involving all staff in celebrations. Through her inclusive leadership approach, she has exhibited the values of care, community and confidence.

Inclusive leadership is defined as *“a set of leader behaviours that are focused on facilitating group members feeling part of the group (belongingness) and retaining their sense of individuality (uniqueness) while contributing to group processes and outcomes”* (Brewer, 1991). It is believed that as a result of valuing these *“unique attributes, perspectives and contributions”* (Randel et al., 2017), a higher performance and level of success will be obtained.

The theoretical model of inclusive leadership by Randel et al., (2017) indicates some of the competencies and attributes observed of the leader’s behaviour within this study. It is evident that the leader’s behaviour has developed a sense of belonging (i.e. inclusion) and facilitated employees identifying with the work group. The attributes observed in relation to the theoretical model of inclusive leadership are:

- Showing humility
- Supporting individuals as group members
- Sharing decision making
- Helping group members to fully contribute

The findings of this study have illustrated the leader’s inclusive approach. Her demonstration of inclusive leadership and her application of the values of care, community and confidence have ultimately contributed to the positive shaping of the organization’s culture. The theoretical model of inclusive leadership adopted from Randel et al., (2017), is much broader than the reference to the findings of this study. However, the four attributes mentioned: showing humility, supporting individuals as group members, sharing decision making and helping group members fully contribute, are reflected in the leader’s inclusive leadership.

5.5 RELATIONAL LEADERSHIP

Throughout the study, there has been a clear emphasis on relationships by the leader. The following incidents indicate the leader's demonstration of relational leadership: presentation of new strategy to staff; Khwai closure; no lunch for staff; consulting staff regarding their preference in uniform; helicopter medical evacuation for Xaxaba villager; apologizing to staff for losing temper; including and involving all staff in celebrations; showing compassion towards sick staff member; standing her ground on decisions; and showing leniency.

Relational leadership is regarded as the *“relational and ethical process of people together attempting to accomplish a positive change”* (Komives, Lucas and McMahon, 2013). The literature on relational leadership is quite recent and there is no consensus amongst researchers on its definition or components. For the purpose of this study, elements of Wheatley (1992) and Komives and McMahon's (2009) principles and concepts are used to describe relational leadership.

Wheatley (1992:144) describes the principle of relational leadership as follows: *“leadership is always dependent on the context, but the context is established by the relationships we value”*. This suggests that relationships form a fundamental part of leadership and that leadership in general cannot exist without the existence of meaningful relationships. There are five cornerstones of the relational leadership model of Komives and McMahon (2009). These can be regarded as relational leadership behaviours and encompass being purposeful, inclusive, empowering, ethical, and process-oriented (Komives, Lucas and McMahon, 2009).

Relational leadership focuses on the leader's ability to build meaningful relationships within their organization resulting in an overall effectiveness in their leadership. Overall, the concept of relational leadership acknowledges the various group members' abilities and brings a positive approach to the way in which members move forward towards achieving goals. It strongly supports the idea of relationships being key to an organization's effectiveness and overall success. The current leader of the organization has demonstrated several of these attributes.

5.6 SOCIAL EXCHANGE THEORY

In light of the findings and their discussion, social exchange theory was seen to underpin the display of compassion, humility and apologizing, inclusiveness and relational leadership. The social exchange theory (SET) goes back to over half a century ago, and was originally presented by Homans (1958). The theory examines social behaviour as a process of exchange. While various theories of social exchange exist, there seems to be a fundamental agreement on the essence of the concept of SET, which is: “*Social exchange comprises actions contingent on the rewarding reactions of others, which over time provide for mutually and rewarding transactions and relationships*” (Cropanzano and Mitchell, 2005:890).

Cardona (2000) categorizes exchange relationships as economic and social. Economic exchange focuses on a straightforward contract between two individuals. An example of an economic exchange is the employment contract, which sets the tone for the relationship, identifies the manager and the subordinate and controls their rights in relation to each other. Should one of the parties not meet their agreed obligations, the necessary legal action may follow. Cardona (2000) goes on to address the notion of social exchange, which is contrary to economic exchange. Social exchange is dependant on an inferred unwritten agreement that does not specify any obligations between two individuals. Cardona (2000) provides an example of this exchange whereby a manager takes interest in his / her subordinates personal requirements (i.e. family), as well as the subordinate showing great enthusiasm and working harder in order to appeal his / her manager. None of these actions are legally compulsory although there is a silent agreement between the two individuals.

Social exchange theory is believed to be among the most prominent theoretical models for understanding behaviour in a workplace setting. It is concurred that social exchange comprises of a sequence of interactions that result in commitments, which in most cases are dependant on one another (Emerson, 1976). The theory also highlights the resulting high quality relationships that can be established although it has also been determined that these relationships can only materialize under specific circumstances. The underpinning fundamental principles of social exchange theory are based on: *Rules and norms of exchange; Resources exchanged and the Relationships that emerge* (Cropanzano and Mitchell, 2005).

The rules and norms of exchange are inclusive of and not limited to: reciprocity rules, rationality, altruism, group gain, status consistency or rank equilibration, and competition, as studied and acknowledged by Liden, Sparrowe and Wayne. (1997).

SET has already made a significant contribution (Cropanzano and Mitchell, 2005) and could be beneficial to future research that explores leadership that is relationally focused.

5.7 CONCLUSION

The findings of the study have reoriented the theoretical focus of the study from strategic leadership to relational leadership, as little evidence on strategic leadership was found when analysing the data. This could suggest that relationship building should be valued as much as strategic and task accomplishment, in its contribution to the overall success of organizations. If people “*buy into the leader, then the vision*” (Maxwell, 2007:281), then in order to positively influence their followers, leaders should first reflect on their own leadership, as well as the value they place on their employees and stakeholders. Furthermore, it is imperative that leaders lead by example as employees’ perceptions ultimately affect the value of their relationships and contribute to the formation and shaping of the organization’s culture.

6. CHAPTER 6: CONCLUSION

6.1 INTRODUCTION

Chapter 6 draws this study to a close and provides a summary of the case study, research limitations, contributions of the study, recommendations for future studies and an overall conclusion of the case study research.

6.2 SUMMARY OF CASE STUDY

From the literature, this study has encompassed aspects of organizational culture, leadership in general, strategic leadership, various aspects of relational leadership and social exchange theory. The basis of the study is an investigation of Belmond Safaris, a small organization in Maun, Botswana. The study's focal point is on the general manager and the way her leadership behaviour has impacted the organization's culture. The Critical Incident Technique was used in order to record and give a detailed description of the leader's behaviour, through the eyes of her employees. The participants reported a number of critical incidents. In analysing these incidents, thematic analysis was applied and various reoccurring themes were identified and examined.

Initially the study had set out to determine how the leader's strategic leadership behaviour has impacted the organization's culture. However, upon analysis of the data, the findings indicated that the leadership being reported was more appropriately understood from the perspectives of relational leadership and social exchange theory, rather than from strategic leadership as originally intended. It was noted that relationships were central to this particular leader's leadership.

While there were a few incidents that emerged indicating certain experiences where employees felt that the leader could have handled a situation better, her positive leadership behaviour far outweighs these instances. Overall, the organization's values of care and community are prominent in the findings of the study. These values and their implementation, as well as the leader's nurturing of relationships, are what has ultimately shaped and contributed to the elements of the current culture of the organization, which is very inclusive and compassionate in nature.

6.3 LIMITATIONS OF THE STUDY

As an exploratory study, only a few participants were interviewed. It was also noted that participants struggled to answer the questions pertaining to strategic leadership. Their answers gave the impression that they could not relate to these questions or perhaps to the concept itself. It may have also been because the day-to-day experiences were more prominent in their thoughts and were therefore effortlessly brought to light in their response to the questions. This may have been due to asking the wrong people, that the participants were largely operationally focused and could not relate to the strategic dimensions of the organization, or perhaps the wording of the strategic leadership questions was too complex. There were also time constraints and a restriction to the number of questions that could be asked, as this was taking place during working hours when employees were required to have attained certain daily tasks.

6.4 DELIMITING THE STUDY

This study was of limited scope. It focused on only one leader in one organization. The researcher also chose not to interview all the managers at Belmond Safaris Botswana, due to the fact that the camp managers in particular, did not interact daily with the leader of the organization. The study rather focused on those who shared a presence with the leader and interacted with her daily. Should the camp managers have been included in the study, the findings may have been different. Also, had other branches or regions of Belmond and their leaders been included in the focus of the study, the findings may have also been different.

6.5 CONTRIBUTION OF THE STUDY

While recognising these limitations and delimitations, this study has made some contribution to the body of knowledge on leadership and culture. The main findings of the study relating to the type of leadership observed by participants, has highlighted that relational leadership behaviour, rather than fulfilling strategic leadership roles was more prominent in shaping the culture of the organization. It was apparent that the day-to-day behaviour and interactions between the leader and followers was the main factor that was shaping the culture of the organization. The study has therefore highlighted the role that relational leadership plays in the formation of culture.

6.6 RECOMMENDATIONS FOR FUTURE RESEARCH

For the purpose of future research, it is recommended that questions pertaining to strategic leadership be simplified and worded carefully in order to avoid confusion and ensure that participants can relate these to their daily experiences in relation to the concept of strategic leadership. This would reduce the possibility of questions being avoided or misunderstood by participants.

It is recommended that a follow up study be carried out over a longer period of time, to include a wider sample of direct observations, or incidents of leadership behaviour. Another recommendation is that a broader sample size be included in future studies, inclusive of all the other employees in the camps, in other branches and regions. Other studies could also be carried out on similar organizations in a much broader setting – for example, similar organizations in the tourism industry in Botswana or on a national / regional scale (e.g. Southern Africa).

The literature review in this study draws the inference that further research could provide useful insights into the effect of relational leadership on organizational culture. However, it is important to acknowledge that these findings have emerged from just one case and further studies are needed to explore the role that relational leadership plays in the formation of culture. It also remains unknown whether the leader's actions and behaviours were deliberate or spontaneous.

On a practical note, it is recommended that the leadership of Belmond Safaris continue to drive and uphold the values of the organization and continue to exercise the principles of relational leadership, as this has proven effective in positively shaping the culture of the organization. While strategic leadership is a familiar concept for most organizations, the emphasis of the combination of both strategic leadership and relational leadership has the potential of positively contributing to the greater success of organizations. However, further research is required on both these concepts to determine how they can be practiced effectively, and how a balance can be achieved in the way they are applied to an organization.

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APPENDICES

APPENDIX A – INTERVIEW QUESTIONS

General Questions – Old Employees

1. Please state your name, position and date of employment.
2. Do you recall when your current general manager commenced employment?
3. Did you know her before she became your new general manager? If yes, please elaborate.
4. How did you feel about her taking on this role?
5. How would you describe your current general manager as a leader?
6. What significant changes would you say you have observed since your current general manager joined the organization?
7. Think of a time when your general manager has done something that you felt should be encouraged because it seemed to be in your opinion an example of good leadership. Please elaborate.
8. Think of a time when your general manager has, in your opinion, displayed unequivocally good leadership – the type of action that exemplifies superior / stellar leadership. Please elaborate.
9. Think of a time when you felt that your general manager / leader could have handled a work situation better. Please elaborate.
10. Do you believe that the leader / general manager of your organization has managed to instil an ethical values system into the organization's culture? Please elaborate and provide examples where necessary.
11. What is your organization's current vision and strategy?
12. How has your organization's vision and strategy changed since your current general manager joined the organization?
13. How was the organization's vision and strategy been communicated to you?
14. What are the organization's list of values? How were they formed and how have they changed since your GM joined the organization? what would you say are the standards and values / norms applied to the way in which you do things as a group? (e.g. "a fair day's work for a fair day's pay").

15. Are you aware of any myths and stories told about the organization's leaders? If yes, please elaborate.
16. How would you describe the way in which you interact with each other, with customers, or with other outsiders? How has this changed since your GM joined the organization?
17. What do you believe you are trying to achieve as an organization? How has this changed since your GM joined the organization?
18. Do you have policies and principles that guide your actions as a group toward stockholders, employees, customers and other stakeholders? How have these changed since your GM joined the organization?
19. Is there such a thing as the "Belmond way"? If yes, please elaborate.
20. How would you describe the unwritten rules for getting along in the organization that newcomers must learn to become an accepted member, simply put – they way you do things around here?
21. Please describe the physical layout (interior and exterior) and décor of your organization? How has this changed since your GM joined the organization?
22. How are you expected to dress at work? How has this changed since your GM joined the organization and what do you think / feel about your organization's dress code?
23. How would you describe your work environment when your current general manager first joined the organization and how does it differ from your current work environment?
24. What are the best and worst parts about working in this environment, that would not be determined from just a tour of the office?
25. What are new members of the group taught in the early stages of learning how to behave in a way that is acceptable to the group?
26. How does your organization celebrate key events that reflect important 'passages' by employees? (e.g. promotions, milestones, etc.)

Questions – New Employees

1. Please state your name, position and date of employment.
2. How would you describe what it was like coming to work for this organization?
3. What did you notice most as being important to getting along?
4. How do bosses communicate their expectations?

5. How would you describe your current general manager as a leader?
6. What is your organization's current vision and strategy?
7. How was the organization's vision and strategy communicated to you?
8. What are the organization's list of values and what would you say are the standards and values / norms applied to the way in which you do things as a group? (e.g. "a fair day's work for a fair day's pay").
9. Are you aware of any myths and stories told about the organization's leaders? If yes, please elaborate.
10. How would you describe the way in which you interact with each other, with customers, or with other outsiders?
11. What do you believe you are trying to achieve as an organization?
12. Do you have policies and principles that guide your actions as a group toward stockholders, employees, customers and other stakeholders?
13. Is there such a thing as the "Belmond way"? If yes, please elaborate.
14. Please describe the physical layout (interior and exterior) and décor of your organization?
15. How are you expected to dress at work and what do you think / feel about your organization's dress code?
16. How would you describe your current work environment and how does it compare to the previous organization you worked for?
17. In terms of the aspects covered in the questions that have been asked – how does this organization differ from the organization you previously worked for?

Additional Questions – Human Resources Manager

1. What strategic decisions have been executed by your GM since she took office and what effects have they had?
2. How has your organization's vision and strategy changed since your current general manager joined the organization?
3. What is your organization's current vision and strategy?
4. How was the organization's vision and strategy communicated to you?
5. How would you describe the way in which you carry out HR processes within your organization and how has this changed since your GM joined the organization?

6. How would you describe the criteria you use to select, recruit, promote and exclude individuals in respect of your organization?

Additional Questions Operations Manager

1. What strategic decisions have been executed by your GM since she took office and what effects have they had?
2. How has your organization's vision and strategy changed since your current general manager joined the organization?
3. What are the organization's list of values? How were they formed and how have they changed since your GM joined the organization?
4. What is your organization's current vision and strategy?
5. How was the organization's vision and strategy been communicated to you?
6. How would you describe the way in which you carry out operations processes within your organization and how has this changed since your GM joined the organization?

Additional Questions – Other Executives

1. What strategic decisions have been executed by your GM since she took office and what effects have they had?
2. How has your organization's vision and strategy changed since your current general manager joined the organization?
3. What is your organization's current vision and strategy?
4. How was the organization's vision and strategy communicated to you?
5. How would you describe the way in which you carry out processes and procedures within your organization? How has this changed since your GM joined the organization?

General Questions – General Manager

1. Please state your name, position and date of employment.
2. How did you feel about taking on this role?
3. How would you describe yourself as a leader?

4. Think of a time when you have done something that you felt should be encouraged because it seemed to be in your opinion an example of good leadership. Please elaborate.
5. Think of a time when you have, in your opinion, displayed unequivocally good leadership – the type of action that exemplifies superior / stellar leadership. Please elaborate.
6. Think of a time when you felt that you could have handled a work situation better. Please elaborate.
7. Do you believe that you have managed to instil an ethical values system into the organization's culture? Please elaborate and provide examples where necessary.
8. What is your organization's current vision and strategy?
9. How has your organization's vision and strategy changed since you joined the organization?
10. How was the organization's vision and strategy communicated to you?
11. What are the organization's list of values? How were they formed and how have they changed since you joined the organization? what would you say are the standards and values / norms applied to the way in which you do things as a group? (e.g. "a fair day's work for a fair day's pay").
12. Are you aware of any myths and stories told about the organization's leaders (yourself included)? If yes, please elaborate.
13. How would you describe the way in which the group interacts with each other, with customers, or with other outsiders? How has this changed since you joined the organization?
14. What do you believe you are trying to achieve as an organization? How has this changed since your you joined the organization?
15. Do you have policies and principles that guide your actions as a group toward stockholders, employees, customers and other stakeholders? How have these changed since you joined the organization?
16. Is there such a thing as the "Belmond way"? If yes, please elaborate.
17. How would you describe the unwritten rules for getting along in the organization that newcomers must learn to become an accepted member, simply put – they way you do things around here?
18. Please describe the physical layout (interior and exterior) and décor of your organization? How has this changed since you joined the organization?

19. How are you expected to dress at work? How has this changed since you joined the organization and what do you think / feel about your organization's dress code?
20. How would you describe your work environment when you first joined the organization and how does it differ from your current work environment?
21. What are the best and worst parts about working in this environment, that would not be determined from just a tour of the office?
22. What are new members of the group taught in the early stages of learning how to behave in a way that is acceptable to the group?
23. How does your organization celebrate key events that reflect important 'passages' by employees? (e.g. promotions, milestones, etc.)

Additional Questions GM

1. What are the core mission, functions and primary tasks of this organization?
2. What are the specific goals to be pursued and how does the organization plan to accomplish them?
3. What criteria is used to measure results?
4. What would you say are the things you pay attention to the most and the things you measure and control regularly?
5. How would you describe the criteria in which you follow to reward and allocate status to your employees?
6. What have been your priorities when it came to the changes you decided to make in the duration of your time as the general manager of Belmond Safaris?
7. What are your priorities in the allocation of resources within your organization?
8. Are there any remedial /repair strategies in place, to be applied if goals are not achieved?
9. How have you tackled the development of key competencies and capabilities within your organization?
10. Describe the way in which you teach, coach, role model / mentor your employees.
11. How would you describe the criteria you use to select, recruit, promote and exclude individuals in respect of your organization?
12. According to Rothschild (1996), all companies undergo various life cycle phases; growing, maturing or declining. In your opinion, what stages has your organization experienced from when you joined to date?

13. What differentiates your organization from other luxury tourism organizations (competitive advantage) and how has this changed since you joined the company?
14. What would you say is your strongest professional talent / skill?

APPENDIX B – TABLES

Table 1. Old Values versus New Values of Belmond Safaris Botswana

BELMOND SAFARIS’ OLD VALUES	BELMOND SAFARIS’ NEW VALUES
<p>CHARACTER <i>“We value diversity. Guest encounters are an opportunity to express ourselves as individuals as well as professionals.”</i></p>	<p>CARE <i>“We foster genuine relationships with all stakeholders.”</i></p>
<p>DISCOVERY <i>“We seek new places, people and experiences even in well-known cities, countries and cultures.”</i></p>	<p>COMMUNITY <i>“We have a strong team spirit and foster positive engagement with our communities.”</i></p>
<p>DELIGHT <i>“We create the small touches and meaningful moments that delight guests used to the highest standard.”</i></p>	<p>CONFIDENCE <i>“We are proud of who we are and passionate about what we do.”</i></p>
<p>AUTHENTICITY <i>“We are dedicated to our local communities and their lifestyles”</i></p>	<p>CURIOSITY <i>“We share a thirst for knowledge and discovery.”</i></p>

(Belmond, n.d.)

Table 2. Values, Incidents and Leader's Behaviour

VALUE	INCIDENT	BEHAVIOUR
CARE	A	Proud, Teaching
	C	Worried, Concerned
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	G	Inclusive, Caring, Thoughtful
	H	Concern, Care, Compassion
	I	Resolute, Firm
COMMUNITY	A	Proud, Teaching
	B	Taking Charge, Being Resourceful
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	G	Inclusive, Caring, Thoughtful
CONFIDENCE	A	Proud, Teaching
	B	Taking Charge, Being Resourceful
	D	Inclusive, Democratic
	E	Concerned, Caring, Fearful, Taking Action
	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful
	I	Resolute, Firm
CURIOSITY	F	Remorseful, Apologetic, Reflective, Caring, Thoughtful

Table 3. Assessment of the Organization's Culture

ARTEFACTS	
WHEN NEW LEADER JOINED THE ORGANIZATION	CURRENTLY UNDER NEW LEADER'S LEADERSHIP
UNIFORM	
Khaki clothing like the lodges	Beautiful green / turquoise and white shirts and brown like beige bottoms
Maun office staff didn't like it	Maun office staff are happy with their uniform and often get complimented
Uncomfortable	Comfortable
Didn't seem practical for office staff	Very practical for the office staff unless they are helping with offloading
Felt that it was very informal	Very formal and smart
Didn't look good	Looks very good
Felt like they didn't fit in	They feel like they fit in, has a hospitality look - they feel it looks better than most company's uniform
Weren't given a choice about it	Their plea for new uniform was listened to and they were included / involved in choosing what they would prefer
BUILDING	
Reception area was just bare brick walled	New banners of the camps in the reception area
Nothing in front of the office	Plants in front of the office
Old fence that was falling apart	New better looking and durable fence
Old shade parking area that was falling apart	New better looking and durable shade parking for executives
Old office chairs that were in bad condition	New office chairs
Due to water shortages the garden never survived	Revival of the vegetable garden out back
INTERACTION	
<p>Employees were not free to talk casually or visit one another in their offices. It was a very formal environment. The negative work environment of the organization was causing the reception staff to be rude towards individuals coming in to submit their job application letters.</p>	<p>Employees feel free to talk to one another casually, while they ensure that they do not waste time talking and being unproductive. They are able to maintain a friendly demeanour / exchange with one another, share some good laughs, visit each other in their offices and just generally feel free. Overall a positive atmosphere.</p>

ESPOUSED VALUES	
OLD VALUES	NEW VALUES (4C's)
Character	Care
Discover	Community
Delight	Confidence
Authenticity	Curiosity
CHARACTERISTICS DRAWN FROM THE VALUES	
Outward looking	Inward looking (introspective)
Difficult to relate to and somewhat intangible	Easier to relate to and somewhat tangible
Applicable to guests of Belmond as opposed to the employees	Applicable to employees as well as what they have to offer guests
Impersonal	Personal

APPENDIX C – FORMS

INFORMED CONSENT FORM



RHODES UNIVERSITY

INFORMED CONSENT FORM Department of Rhodes Business School

Research Project Title:	An Assessment of the Tenure of a New Leader, An Organizational Culture Perspective at Belmond Safaris
Principal Investigator(s):	Aminah Moore

Participation Information

- I understand the purpose of the research study and my involvement in it
- I understand the risks of participating in this research study
- I understand the benefits of participating in this research study
- I understand that I may withdraw from the research study at any stage without any penalty
- I understand that participation in this study is done on a voluntary basis
- I understand that while information gained during the study may be published, I will not be identified and my personal results will remain confidential
- I understand that I will receive no payment for participating in this study

Information Explanation

The above information was explained to me by: Aminah Moore

The above information was explained to me in: English Afrikaans isiXhosa isiZulu
Other:

and I am in command of this language

OR, it was comprehensibly translated to me by: **(Not Applicable)**

Voluntary Consent

I, , hereby voluntarily consent to participate in the above-mentioned research.

Signature:	OR , right hand thumb print <div style="border: 1px solid black; width: 100px; height: 80px; margin: 0 auto;"></div>	Date: / /
	Witness signature:	

Investigator Declaration

I, Aminah Moore, declare that I have explained all the participant information to the participant and have truthfully answered all questions ask me by the participant.

Signature:	Date: / /
------------	-----------------

Translator Declaration

I, N/A , declare that I translated a factually correct version of:

1. all the contents of this document
2. all questions posed by the participant
3. all answers given by the investigator

In addition, I declare that all information acquired by me regarding this research will be kept confidential.

Signature	Date: / /
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INSTITUTION PARTICIPATION FORM

An Assessment of the Tenure of a New Leader, An Organizational Culture Perspective at Belmond Safaris

Institution Consent Form

Participation Consent
I consent for you to approach employees in Executive Management, Junior Management and other employees to participate in your research project titled; An Assessment of the Tenure of a New Leader, An Organizational Culture Perspective at Belmond Safaris.
I acknowledge and understand:
<ul style="list-style-type: none"> • The role of the institution is voluntary. • I may decide to withdraw the institution’s participation at any time without penalty. • Employees (Executive Management, Junior Management and other employees) will be invited to participate and that permission will be sought from them too. • Only employees who consent will participate in the project. • All information obtained will be treated in strictest confidence. • The employees’ names will not be used and individual employees will not be identifiable in any written reports about the study. • The institution will not be identifiable in any written reports about the study. • Participants may withdraw from the study at any time without penalty. • A report of the findings will be made available to the institution. • I may seek further information on the project from Aminah Moore on +267 72 56 9211 OR +27 79 470 3893.

Full Name:	Christelle Horne
Position:	General Manager
Signature:	
Date:	01 February 2016

**Please return
to:**

Rhodes Business School
P O Box 94
Grahamstown
6140
South Africa