

**From a slick Industrial Psychologist to a modest and reflective leadership development practitioner: A story about personal reorientation that occurred in the course of facilitating change in leadership practice.**

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## ABSTRACT

Leadership is a key component to the operation of an organisation. I sought through this study to address perceived gaps in organisational effectiveness in an actual production and distribution business. I concurrently wanted to generate actionable knowledge. I aimed to expand the participating managers' external perceptual range and related acuity. The study was designed along action research principles as a flexible but systematic and collaborative facilitation. I planned to use the immunity to change model to structure reflexivity engagements with participants to reorder their sense making and enhance their leadership practice. I approached this facilitation from a complexity perspective. That view directed me to target pertinent intrapersonal dynamics of the participating managers. I regarded those as founding their leadership outlooks and behaviours. The research design was premised on an assumption that requisite leadership agency and individual responsiveness were necessary for organisations to competently navigate complex and dynamic environments. The research terminated prematurely. The implemented change process nonetheless unsettled participants' commitments and assumptions relating to their leadership practice. Immunity to change was affirmed as a likely confounding factor in leadership development. At the time of the premature closure to the facilitation, I had generated sufficient data to refocus the study into an inquiry about my personal learning and development. My practice became the objects for examination and extension. The findings suggested that I had underlying perceptual and behavioural inclinations or templates that could have been narrowing my capacity to optimally interface with complexities in the social reality. The implicit overarching rationale behind the participants' inferred leadership practice and mine was inclined towards sustaining current behavioural practices. We were not actively adaptive. The findings suggested that individuals may not innately actively understand and adopt responsive practices. Whilst we declared aspiration to be proactive, our immunity maps suggested that we had counteracting commitments and assumptions that held us back in re-acting and or premeditated action behavioural modes. I engaged the facilitation process in a deliberate, planned and non-venturing manner and was not freely spontaneous. The research generated personal learning insights for me and pertinent premises for future research in development of leadership and the generation of related knowledge. The findings pointed towards the need to prioritise intrapersonal change in order to attain impactful leadership development. I commit to a more open, reflexive and searching lifestyle for me to operate better in the complex and dynamic environment I practice in. This I expect will moderate the effects of blind spots generated by perceptual and behavioural templates that I use. In particular I note that my predominant reliance on objective and planned change approaches are unlikely to engage organisational politics and power issues and should be expected to sometimes be unhelpful in building socially robust consulting practice. I therefore committed to be more reflexive, responsive and socially wholesome in my consulting practice. In addition to my current roles as technical expert and process facilitator, I need to take on the role of activist to make my practice more socially robust.

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# 1. CHAPTER: INTRODUCTION.

## a) Overview and Background

This is an account of a knowledge creating intervention conducted in an actual company in Botswana, herein referred to by the fictitious name of 'Optimus' to maintain confidentiality. The Optimus Botswana 2014 organisational effectiveness survey (OE) results suggested leadership and employee engagement gaps when compared to those in other countries. Optimus' executives read the suggested organisational ineffectiveness to be stemming from unspecified leadership flaws.

I was granted access into Optimus to aid the redress of perceived gaps in organisational effectiveness and, as part of this process, I concurrently sought to generate actionable knowledge. Optimus Botswana's leadership deemed that the operation had leadership problems and welcomed my participation. Their expectations were that I could assist since as the company's consulting industrial psychologist, I was responsible for assessing existing and potential leaders to determine instances of fit and misfit at individual and team levels. Organisation effectiveness was not part of my contracted responsibilities but my request to participate was welcomed more so since my services were going to be for free and an opportunity to conduct my doctoral thesis research. I noted that the OE survey conceptualised organisational effectiveness from a shareholder rather than a stakeholder perspective. I was of the opinion that OE is a broad construct that can be scoped out of various combinations of diverse elements and interests. I observed that workers and their representatives were not consulted to judge what the survey results were pointing out as the pertinent problem areas. I also recognised that the survey was a cross-sectional measure of what was otherwise a dynamic reality.

Whilst accepting that the problem was comprised of a number of varied component elements and causal factors, my purpose was to improve the OE situation, and not necessarily to resolve the all challenges as Checkland (1981) suggested (in Avison, Baskerville & Myers, 2001). Being an external consultant to Optimus, I was only given the summary results of the OE survey and did not have discretion to independently corroborate the OE status and causes thereof. My facilitation was targeted at improving leadership practice. I anticipated the value of the research to issue from the conceptual and methodological sufficiency of the facilitation, coupled with the meaningfulness and impact of the actions.

I went into the research with a number of assumptions, prominent among which were the following: 1. that leadership perceptions precede and/or inform leadership behaviour; 2. that dominant discourse in leadership is not always right; 3. that decisions and actions never occur in a vacuum; 4. that all people are capable of cognitive and behavioural change and; 5. that intentionality is viable and, in many instances, drives outcomes. I examine these assumptions in the literature review and discussion sections of this thesis.

I intended to engage in collaborative knowledge creation with organisational participants in the research in order to balance utilitarian imperatives of the project and ensure appropriate research rigour, and also to make certain that the intervention would be practically, morally and methodologically defensible. I aimed to delve into the underlying dynamics of leadership and to probe into sensitivities that narrow leadership versatility and styles. I expected that there would be need for growth in areas of deficiency and for facilitating deceleration in areas of excess. I wanted to enhance participating managers' awareness of complexity and conscious control over their managerial behaviour.

I chose Kegan & Lahey's (2009) immunity map model for facilitating behavioural transformation. I identified the model as having the potential to make participants aware of their existing sensing- and meaning-making operating systems in a manner that would enable them to develop less encumbered mindsets and to have a less egocentric appreciation of reality. I expected that they would consequently be able to deal more effectively with organisational challenges occasioned by the complex and dynamic environment. My intention was to target behavioural change immunities in participants and create new channels of knowing, as well as to extend their external perceptual lenses and related acuity.

## b) A desktop appreciation of the leadership context.

Granted that I had no permissions to conduct an independent investigation of the pertaining OE realities and variables, I capture below a desktop review of what I deemed to be the leadership context at the business, cultural and national and continental levels.

### i. Business.

Optimus is a subsidiary of a multinational manufacturing and distribution public company. The company produces products for the luxury and entertainment sector and faces aggressive competition whilst grappling with maintaining its current market dominance. It also has to contend with market space challenges including erosion of consumer disposable income and state regulator hostility towards its products. On the upside, Optimus remains a viable, internally well-resourced and comparatively profitable operation.

The company belongs to a holding company that oversees operations and is structured along three core production units. Major investors in the company have representation in the group Board. The operating company has a head office function that houses centralised service provision functions including finance, human resources, information and communication

technology, procurement, sales, distribution and marketing. Group systems and reporting mechanisms are directed by an Optimus International management contract that seeks to ensure that best international industry practices are deployed.

The company has a work force of approximately 1,500 people, 100 of whom are in managerial positions and approximately twice that number in lower level supervisory roles. It has relatively well resourced and active social responsibility and community engagement practices. Initiatives coming from this include supporting young entrepreneurs, promoting road safety and empowering former employees to offer services to the company.

Optimus Botswana's inception predated the country's independence (Optimus Annual Report, 2016). Its total assets were approximately US\$ 60 million, and, in the reported year, it generated a turnover of approximately US\$ 200 million and a net margin of nearly 20% (Optimus Annual Report, 2016). The company was the 15th best performing counter on the Botswana Stock Exchange and enjoyed positive investor confidence (Optimus Annual Report, 2016).

Optimus is regarded in the market as a good employment prospect and its staff enjoy the pride of working for a blue-chip company that has an international reach. Many employees have gone on developmental attachments out of the country and, similarly, many have been on training beyond the national borders. Optimus attributes its success in part to its deployment of best practice or routines which are regarded as critical in meeting customer needs and production quality. This regimental approach also manifests in its rigorous staff selection, training and development. The operations catchwords are, 'do it the Optimus way', in other words according to the prescribed way. The company has generally had a relatively sound industrial relations history and staff are comparatively well paid and enjoy good benefits. The manning is structured according to relatively steep hierarchies or job grading structures that exist within distinct departments and functions. This is prone to generate silo approaches to work and impaired cross pollination of ideas and effort.

## ii. Cultural.

The Republic of Botswana's, national historical and socioeconomic realities, it can be argued, militate against change. The dominant Setswana customs, which encourage deference to those with authority, perpetuate the subordination of minor tribes, women and foreigners (Everyculture, 2016). My own observation is that the culturally-revered preference for homogeneity and consensual decision making stifle pursuit of alternative perspectives and novel approaches. The dominant culture in Botswana is disinclined towards the challenging of authority and convention. These observations are consistent with findings from cross-cultural studies, as I will review below.

Among the 76 countries surveyed in Hofstede's research, subordinates in African countries (including South Africa and Zambia that share borders and cultural heritage with Botswana) are consistently among the most willing to accept an unequal distribution of power (Hofstede, 2006; The Hofstede Center, 2017). This attitude legitimises unquestioned positional authority in leaders and fosters intolerance towards nonconformist views and approaches, with superiors being expected to give direction (Hofstede, 2006).

African cultures rank higher on uncertainty avoidance (Hofstede, 2006; The Hofstede Center, 2017). This nurtures intolerance towards ambiguity and advances a preference for formalisation and regulation, potentially to counterproductive levels in so far as this will stifle the free-flow of creativity and innovation (Hofstede, 2006). African countries are also more inclined towards short-term orientation which implies comparatively less prospects for perseverance and less chances to adapt responsively (Hofstede, 2006; The Hofstede Center, 2017). Cultures with a short-term orientation privilege personal steadiness and national pride, social obligation, and elevate the virtues of set norms and tradition with less regard (and even trepidation) towards unfolding situations and circumstance and emerging contrasts. Such cultures, it can be said, are likely to be inflexible and are less likely to integrate contrasting views or practices into something new.

Research into the impacts of culture has been criticised for generating unwarranted behavioural generalisation, for not recognising plurality within cultures, and for not highlighting differences across individuals (Munley, 2011). Culture nevertheless exerts social pressure for or against certain views and behaviours and as such paints a fair picture of the context in which leadership manifests. Culture may perhaps best be seen as a background feature in appreciating circumstances rather than something that necessarily overrides the acuity of perception of a given situation (Munley, 2011). In any case, as Hofstede (2005) pointed out, cultural mental programming can be changed.

### iii. National and continental.

Botswana is in southern Africa. It has utilised its rich diamond resources to bring about comparatively high national development levels (Botswana Review, 2015/2016; BBC Botswana country profile, 2016). Since independence, and the discovery of diamonds in the country at that time, Botswana's economy has been largely undiversified and has relied heavily on diamond revenues. The country has one of the most stable and functional multiparty democracies in Africa and business conduct in the country is of comparatively high probity (Botswana Review, 2015/2016; BBC Botswana country profile, 2016). Nonetheless, the evident record of success arguably dampens the population's hunger for change. Botswana regardless remains globally non-competitive (AfDB, ACBF & AUC, 2016). Lack of robust innovations are amongst factors cited as adversely affecting Botswana's and indeed, Africa's competitiveness (AfDB, ACBF & AUC, 2016).



Whilst the African continent may be the second fastest growing economic region after East Asia, poverty persists and growing levels of inequality negate human development and fuel socio-political tensions (AfDB, OECD Development Centre & UNDP, 2015). Most African countries rank amongst the least competitive in the world and are stagnant in this regard despite the sustained economic growth on the continent (World Economic Forum et al., 2015), and despite there being clear pointers regarding what needs to be done with respect to improving competitiveness (World Economic Forum et al., 2015). There presumably is need for leadership to conceptualise and do things differently in order to effect a positive transformation of the continent's fortunes.

In the three above reviewed contexts, the suggested agenda for those in executive management roles relates to embracing uncertainty, influencing change processes and in essence is about responsive leadership agency.

### c) What I presumed to be the issue at hand.

Available literature (as I shall examine in detail in the literature review chapter) and my own observations as a manager made me believe that given the endemic complexity in contemporary organisations, those in leadership need to apply suitable leadership mindsets and behavioural responses if they are to achieve optimised agency. Further, dominant perceptual lenses do not necessarily get at the dynamic and complex reality. Such contexts render prevailing interpretive schemes obsolete and demand the injection of new and alternative framing and interpretive schemes (Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993; Kegan & Lahey, 2009). While leadership extends beyond top down processes (e.g. Raelin's, 2003 collaborative agency model), leadership agency (intentionally influencing organisational functioning) nonetheless is a critical part of the formal ways in which authority is exercised in most large organisations (Bandura, 2001).

Significant barriers to change come from within the individual and, until those are addressed, the impact of change on actual development actions will remain superficial and unsustainable. It has been empirically noted that individual behavioural transformation is not easy, and people tend not to engage responsive practices (Kegan, 1982; Kegan & Lahey, 2009; Reams, 2009). People are inclined to adhere to their unique privileged perceptual and behavioural patterns. Accessible research and theorising suggest that successful entities and individuals are apt to over rate their competencies and tend to see no need for them to change how they view or do things. Assuming that perceptions precede and inform behaviour, the dynamic and ever-growing complexity in organisational reality requires that leadership decision making be more thoughtful and less programmed.

I intended as such to facilitate a forum that would reveal aspects of and extend the participants' mindsets. I planned to then encourage them to engage, validate and embed pertinent emerging broader perceptual and behavioural changes within themselves. I summary my research and facilitation goals were as stated in the section immediately below.

#### d) Facilitation and research purposes.

I aimed at achieving the following purposes:

1. To positively influence the organisational effectiveness situation of Optimus Botswana as regards leadership.
2. To expand the perspective and behavioural repertoire of participating managers towards more responsiveness.
3. To explore the feasibility, efficacy and merits of adaptiveness and intrapersonal change, in particular in leadership development.
4. To explore what happens during the facilitation and offer direction for further inquiry into leadership training and development.

#### e) The refocused purpose.

I changed the purpose of the research at the close of facilitation. Since the study did not roll out fully into its planned course and to the nature intended, I took the pragmatic approach to work with what I had (Bradbury, 2008). I shifted the focus from being a participatory action research to a first person inquiry. I had sufficient data available in respect of the latter for analysis and generation of meaningful insights. In discussing the generated evidence and findings, I converted the study to a project about my personal learning and development. I and my own practice as an organisational consultant became the objects for examination and extension.

I have been human resources director and subsequently a general manager of one of Optimus' operations in Zimbabwe and was well schooled in the Optimus way (structure, hierarchy, predictability and such) and abided by it largely then. Now that I am in private practice my work largely is anchored in the psychometric tradition and its classical considerations of including objectivity, detachment, reliability and validity. Control and precision are paramount in my practice.

My thinking about perception and behaviour go back to a prescribed book on human behaviour in my undergraduate years in the early 80's: Hjelle & Ziegler's (1976) "Personality: Theories basic assumptions, research and applications'. Given a

range of alternative perspectives on the subject, I was drawn to George Kelly's cognitive theory of personality and his assumptions about human nature. According to Kelly people are naturally inclined to and are constantly intellectually construing realities around them. We understand the world through patterns or templates that Kelly referred to as constructs. That contrasted with Sigmund Freud's ideas that people are driven by unconscious motivation, or Erik Erikson's ideas that behaviour related to psychosocial stages of ego development or Henry Murray's thinking that behaviour was driven by perceived needs or B. F. Skinner's instrumental conditioned responses explanation and Gordon Allport who saw behaviour as driven by traits. Kelly's theory of a rational mind resonated well with me as it suggested that behaviour was largely willed by the self and not imposed by whatever intrapersonal forces could be. In other words, I believed that we have control over our behaviour due to our cognitive capacities. Due to what I experienced in the course of the facilitation of this study and after examining the results, I began to question the accuracy and efficacy of that assumption. I examine in the last section of the next chapter further literature that I accessed that guided my questioning my view of the rational mind in explaining human behaviour and my professional practice in particular.

#### f) Thesis overview and signposts.

From the backdrop of the introductory Chapter 1, I present the literature review in Chapter 2. I articulate how the complexity perspective influenced my thinking on change management. I argue for the need to focus on intrapersonal change in order to grapple with biological and socially-imposed constraints that limit leadership effectiveness. I present how effective personal agency can be enhanced by developing leadership outlooks and behaviours that go beyond seeking to control and that utilises emergent realities that are integral to organisational complexity. In the same vein, I articulate a defining moment I experienced during my viva examination that transformed the trajectory of this research and changed the outward focus of research attention to an inward focus targeting my thinking and behaviour as an organisational consultant.

In Chapter 3, I present the methodology and methods of the study. I articulate herein my dual goals of improving leadership practice in an actual organisation and of making a worthy knowledge contribution. I explain how the primary focuses ended up being to improve my practice as an organisational consultant. I present two data collection methods that I used being; an approximately year-long, date anchored email communication trail between me and the participants during the course of the facilitation and the development and documentation of participants' immunity maps including mine. I submit two reflexivity anchored methods that I deployed being; an action research approach and the immunity to change procedure. I present my ontological position that being the social constructivist and interpretivist stance. I argue that social reality is relative to how it is perceived by pertaining parties. It is, to that extent, unstable or contestable and is best understood through emergent inquiry rather than rigid and largely linear methods. I hence present my epistemology being the interpretive action research way of insider inquiry.

In Chapter 4, I present the data analysis process. That, as I explain, commenced with migration of Gmail conversation transcripts into an Excel spreadsheet. That was followed by iterative sorting, coding and labelling of evident issues that I deemed suggestive of manifesting patterns of leadership thought and actions. I present how through inductive analysis; exploratory and illustrative information was revealed. I articulate an illustrative account of a journey (including the twists and turns from initial planned course) into intrapersonal change from a facilitation that aimed at unsettling mindsets and reformulating founding behavioural premises towards a more effective leadership practice.

In the discussion Chapter 5, I start with noting that the thesis is a socially constructed account of intrapersonal conflicts and struggles relating to maintaining current leadership practice on the one hand, and the need to adapt and change towards attractive alternative ways on the other hand. I note that ,as organisational parties, we each bring our construed senses of self and subjectivities into our leadership practice. I note that the evident relative absence of venturing and innovating behaviours and commitment was most illustrative of what could be the existing leadership practice and organisational consulting practice gaps. I present my interpretation of the findings from a background of recognising that inability to breach conditions of being stuck (due to commitments and presiding assumptions people hold) could be the decisive factor in lack of behavioural change. I argue that intrapersonal change or lack thereof should be prioritised more than is currently the case in leadership development. I argue that instinctive usage of cognitive and behavioural templates should be expected to impair adaptiveness and consequently effectiveness. I proffer reflexive activities as a prime channel for generating such diversity. I note that in my consulting practice, CONTROL and precision have been of overriding consideration. I suggest that a realistic focus should instead be on guiding rather than controlling change. I present that I arguably need a wider lens outlook that recognises that my science may be serving some stakeholders at the expense of others.

In Chapter 6, I present how I can broaden and enhance my consulting practice guided by the study's findings and the literature I examined. I discuss how overarching thoughts and approaches can limit effectiveness. I note that my consulting practices , being largely guided by functionalist considerations, can promote domination and exploitation of some parties by others since it is premised the debatable assumptions of a value free psychometric science. I present how I now appreciate that apart from exercising the technical expert and process facilitator roles, I need to broaden and cultivate my practice to equally address social wholesomeness and to be more collaborative and not unsustainably commit to be detached. I present that the findings led me to arrive at contextual decisions relating to my leadership and consulting practice. That includes my commitment to determine and question whatever overarching thoughts and approaches I may have in my work and life as these could be generating parochial engagements that could be less effective or counterproductive. I note in particular how I have grown to appreciate that I cannot be optimally effective in organisational change facilitation if I continue to rely heavily on positivist approaches and products given the complex and dynamic contexts that I operate in. I present that engaging in

continuous reflexivity activities is likely to be a viable way of keeping my practice refreshed and relevant. It is likely to lead to dynamic control rather than control that seeks to maintain status quo.

I close the thesis in Chapter 7, by presenting the limitations of this study and suggestions on the way forward for further inquiry and enhancement of professional practice. I acknowledge that this was an opportunistic study that I conducted to influence and contribute to organisational processes that were already being actioned by the organisational parties. That lack of initiative, as I note, was evident in that I never got to independently establish what the real organisational effectiveness problem at Optimus Botswana was. Further, I acknowledge that given the voluntary nature of the facilitation, participation was unsecured. More could have been revealed had the facilitation gone through its entire planned course. I also accept that whilst the email communication platform made the facilitation less invasive on the participants' work schedule demands, email communication may not be the ideal conversational channel in this type of a facilitation. I note for example that I possibly missed interaction intonations and nuances as would have been evident in face-to-face encounters. I acknowledge that the study primarily has an explorative value and generated many unanswered questions and no explanatory conclusions. I recognise that my attention was from a psychology and behavioural sciences perspective perhaps at the expense of viable perspectives including commercial and political viewpoints. I also acknowledge that an unqualified endorsement of adaptiveness undesirably precludes the merits of contrary considerations such as authenticity, consistency, credibility and reliability. I note areas and ways in which my organisational consulting practice and that of individuals in positions similar to mine could be enhanced. I note that convenience is not the solution in a facilitation such as the one I undertook and that face-to-face encounters are probably ideal in engaging intrapersonal change issues. I present my presumption that through reflexivity activities I can manage and work through outlook and behavioural inclination encumbrances that I unavoidably bring to the organisational consulting task. I argue that leadership development theorists and researchers must prioritise matters of responsiveness, or adaptiveness, for managing in ever increasing conditions of complexity and uncertainty. To that end I present my personal aspiration to introduce a leadership Unlearning & Re-Learning programme in southern Africa. I close the thesis with more questions.

## 2. CHAPTER: LITERATURE REVIEW.

### a) Introduction.

I examine herein literature relating to leadership in complex environments, paying particular attention to adaptive change from a social systems point of view. The systems paradigm focuses on wholes and their properties, primary among which are emergence, hierarchy and communication and control (Checkland,1981). There exists no unitary testable account of human activity system but a set of possible accounts all of which are valid according to a particular world view (Checkland,1981).

Acting in the real world involves four mental constructions (or processes of never-ending learning) namely perceiving, predicting, comparing and deciding (Checkland, 1981). The social systems paradigm requires appreciation of the mindsets participants use and their limitations. It serves to understand real world soft or ill-defined problems (structures and processes) and encourages the examination of alternatives given that there will always be a number of possible relevant systems. The purpose is to change or improve the situation, unlike the case of hard engineering type systems that seek to generate a solution.

I will first examine the organisation and the leader from a complexity lens and then move to relate what the literature suggests should happen when engaging change in complex environments. I then make a case for intrapersonal change. I will briefly examine the evolutionary and biological foundations of leadership and followership; why certain organisational and leadership practices tend to be pervasive and the flaws and limitations in human consciousness. I then review literature directed at building leadership capacity through boosting the personal agency of leadership role incumbents. I conclude the literature review by revisiting the study's background in relation to the reviewed literature.

### b) The complexity lenses.

The world is complex, and that complexity is ever increasing. Academics and practitioners note that constant change is assured for and pivotal to contemporary organisation (Burnes, 2005; Stacey, 2011; Lowell, 2016). In large scale business, a wide range of stakeholders, including employees, customers, partners, suppliers, regulators, investors and competitors, incessantly interact, are interdependent and interconnected. The interface between stakeholders is increasingly hyper-charged by prolific high-speed information and communication technology systems. As I will explain in more detail, this

perspective also promised to be more potent for guiding change compared to linear and planned approaches to organisation. I will now examine complexity at two related levels: organisational and individual leader.

#### i. The organisation.

Systems thinking is core to complexity theorising. Social systems approach to organisation recognise and embrace accompanying power, political and ethical issues which are often not prioritised in prevailing leadership discourse (Checkland & Poulter, 2010). Relevant organisational performance elements and targets are noted as constantly shifting, and their effectiveness derives from co-alignment of several moving components within the system (Holland, 1992; Kilduff & Dougherty, 2000; Stacey, 2011). Information and resource flows are nonlinear, and the environment is perceived, interpreted and responded to in cooperation and competition with other claimants to information and resources (Dooley, 1997; Caffrey, Wolfe & McKeivitt, 2016).

Arising from complexity theorising is the apt concept of organisations as complex adaptive systems (CAS) in which organisations and businesses are characterised as unpredictable, complex and reliant on interdependencies, emergent and self-organising characteristics (Stacey, 2011). A system is constituted by ongoing entropy and instability and the emergence of varying patterns and structures as the system evolves and organises itself into something new (Lowell, 2016).

The CAS view of organisations highlights that system moderation and regulation derives both from environmental and administrative restrictions, and from emergent informal checks and balances (Uhl-Bien et al, 2007; Osborn & Hunt, 2007). Firms are collections of dynamic strategies, interactions and structures and not stable beings (Caffrey, Wolfe, & McKeivitt, 2016). Individual and collective behaviour changes spontaneously in accordance with activating germane events and trends. Agents that constitute a firm co-evolve within the system and modify system properties in the process (Stacey, 2011). Each agent's aspirations and outputs from the system are affected by the actions of the other system agents.

From a CAS perspective, leadership must generate the organisation's dynamic and or adaptive capability. That will include balancing, on the one hand, the granting of discretion and autonomy for rapid and accurate change adoption and, on the other hand, organising for predictability and coordination (Katkalo, Pitelis & Teece, 2010, cited by Ljungquist, 2014). Organisational problems are formulated in ways that capture diversity in membership and the potential variations in views, as well as the interdisciplinary, non-linearity and irregularity of dynamic behaviour (Willmott, 1993; Guest, 1992).

CASs are comprised of four overarching components, namely: agent schemata (perspective or mindsets), self-organising networks, co-evolution to the edge of chaos, and recombination and system evolution (Anderson, 1999). The first

component was of particular interest to this study. I will go into more detail in this regard in the next subsection when I examine complexity at the level of the individual.

Leadership and transformation from CAS inclined approaches has to be relationships based and must promote open two-way communication (Dooley, 1997; Anderson, 1999; Uhl-Bien et al. 2007; Osborn & Hunt, 2007; Stacey, 2011). Thus, CAS approaches will encourage flexibility and adaptability and embrace uncertainty and paradoxes; and will guide rather than control change (Stacey, 2011). I consider complexity theory and the CAS idea in particular to be a promising path to understanding organisational and change generation realities.

## ii. The individual leader.

Cognitive and behavioural complexities are required leadership attributes for navigating contemporary social realities. I discuss these two aspects of intrapersonal complexity below.

I have already noted that agent schemata are a component of CAS. Individuals use schemata as cognitive and behavioural templates in accessing and engaging reality (Anderson, 1999; Cuncliffe, 2004; Liang, 2007). The relative sophistication of perceptual lenses (schemata) and judgment represent an individual leader's cognitive complexity and ability to carry out goal-directed activities as they mediate perception and guide understanding, explanation and response (Jaques, 1986). Schemata are efficient tools, but not always effective, in complex and dynamic environments (Yeganeh & Good, 2006). If schemata are deployed, typical situations will not require strenuous search, selection and action processing but since schemata are based on preconceptions which narrow attention and the behavioural response range, they will become ineffective if they do not evolve with changes in the environment (Kegan, 1982; Jaques, 1986, Stamp & Isaacs, 1990; Benbya & McKelvey, 2006).

The greater the diversity of mental structures and abstraction one deploys and, how elaborately these interact to shape perceptions, the more the individual is likely to perceive nuances and subtle differences within unfolding tasks or activities (Kegan, 1982; Jaques, 1986; Stamp & Isaacs, 1990). Cognitive complexity relates to the acuity of the perceptions in leadership that will inform behaviour. It should, but may not necessarily, directly relate to the complexity of the behavioural response, since managers may act without careful planning such as when under pressure to respond and proceed (Zaccaro, 2001 in Lawrence, Quinn & Lenk, 2009).

Behavioural complexity is the capacity to engage in a wide repertoire of behaviours and play multiple roles (including interpersonal, informational and decisional) that often are of a competing nature (Hart & Quinn 1993; Lawrence, Quinn &



Lenk, 2009). Further, it relates to the ability to display contrary or opposing behaviours when necessary and appropriate, while still retaining a measure of integrity and credibility (Denison, Hoojberd & Quinn, 1995). Where there are multiple stakeholders, leadership success is a function of reputational effectiveness and the ability of executives to meet and balance role expectations (Zaccaro, 2001). Behavioural complexity has been found to be positively related to leadership effectiveness since it endows the person with the requisite behavioural range to respond appropriately to the paradoxical pressures of organisational life (Hart and Quinn, 1993; Denison, Hoojberd & Quinn, 1995; Zaccaro; 2001 in Lawrence, Quinn & Lenk, 2009).

Cognitive complexity is a necessary condition for the effective practice of leadership, but since leadership is performed through action and not cognition, behavioural complexity is the sufficient condition (Denison, Hoojberd & Quinn, 1995). Since the agent is a core component of the system, generating change within the agent should, in turn, directly influence organisational change. It can be assumed that suitable cognitive and behavioural complexity is necessary for leadership. Such capabilities would arguably make leaders more responsive and better able to have a positive influence on the relationship of the organisation with its environment.

The usage of cognitive and behavioural templates can be expected to limit adaptiveness. Individuals derive adaptive capability from multiple levels of learning: namely single loop, double loop and triple loop all being aspects of dialogue and reflective practice (e.g. Weick, 2002; Hibbert, Coupland & MacIntosh, 2010). Inherent in the latter two levels of learning is the practice of reflexivity. Reflexivity is necessary given that there are limits to both rational and intuitive thinking in decision making and action (e.g. Hammon et al., 1998; Drummond, 2001; Chugh & Bazerman, 2007; Bazerman & Moore, 2008). The adaptive capability generated by reflexive action can be expected to moderate illusions of control and overconfidence and, other judgment traps that are associated with usage of schemata in sensing reality.

### c) Facilitating change in complex environments.

In a seminal change management paper in the Harvard Business Review, Kotter (1995) aptly noted that when considering most transformational efforts, such as total quality management, business re-engineering and restructuring and, business turnaround, few resulted in palpable change. Self-evident change, as Kotter, implied should be demonstrated by fundamental entity variation and/or conversion in order to cope with environmental uncertainty (Burnes, 2005).

Kotter presented an eight-step approach to change management, as follows:

1. Create a change goal, a burning platform (in at least 75% of management); make the status quo look more terrifying than the unknown and; manufacture a crisis if need be.
2. Generate powerful coalitions that include senior managers and create a sense of urgency within them.
3. From rigorous analytical work and a little bit of imagination, formulate a vision that clarifies organisational direction and is communicable in five minutes.
4. Capture the hearts and minds of stakeholders (particularly employees) by disseminating the vision to the organisation incessantly and enticingly through two-way engagement.
5. Empower others to act towards the vision and remove obstacles to efforts targeting attainment of the vision.
6. Plan for and create short wins.
7. Consolidate improvements and create more change, and do not engage in premature celebrations of success.
8. Institutionalise change into the corporate culture.

Kotter's thesis was that failure of transformational efforts was a result of missed rungs or elements within the above steps. He was correct in recognising that the first, and perhaps the biggest challenge, is to get people out of their comfort zones. His planned and linear approach, however, despite being logical and appealing, was less suited to addressing complex realities that are rife with randomness and non-rationality (although not necessarily irrational). Linear change approaches do not sufficiently provide for the complexity implied in the change goal nor do they adequately address a key element in the change process, namely, capricious human cognition. Of particular interest to the current study is the suggestion that, under the umbrella of resistance to change, they tend to gloss over a key transformation link that Kegan & Lahey (2009) referred to as human immunity to change. I examine this issue in more detail in the following section presenting the case for intrapersonal change.

Accepting, as I do, that firms are complex adaptive systems, transforming them requires different approaches to what is possible under linear and rational approaches that do not adequately factor in the high levels of unpredictability and 'emergent' properties of complex organisations (Dooley, 1997; Stacey, 2011; Caffrey, Wolfe, & McKeivitt, 2016). Complexity theory addresses change from a non-linearity perspective, and thereby emphasises the fluid processes of change more prominently.

It is necessary to recognise complexity, buoyancy and emergence in the nature of organisations if one is to effect change. Emergent change occurrences tend to be viewed as undermining and, as such, are instinctively suppressed by management that are ill disposed to adapt and co-evolve with emerging phenomena (O'Shea, Alonso & Morton, 2013). From the CAS perspective, transformation can be achieved through allowing order-generating rules to overcome the limitations of rational, linear, top-down, strategy-driven approaches to change (O'Shea, Alonso & Morton, 2013).

CAS approaches to strategic leadership prioritise the examination and understanding of current organisational issues and realities beyond bureaucratic models, and recognise the ever-changing, evolving and emergent and adaptive processes

(Uhl-Bien & Marion, 2009; Elkington & Booyesen, 2015; Davis et al., 2015). This perspective embraces diversity, nurtures collective intelligence, encourages innovation and co-evolution and enables diffused agency (Liang, 2007).

As I have alluded to in presenting theorising related to the individual leader's cognitive and behavioural complexity, I believe that adaptive leadership development is necessary and central aspect to strategic organisational transformation. Here, I make the distinction between technical organisational challenges and adaptive organisational challenges (Heifetz & Linsky's, 2003). Technical challenges relate to routine problems that are clearly defined and where the leader, or an expert, can provide the answer (Heifetz & Linsky, 2003; Heifetz, Grashow & Linsky, 2009). In other words, technical organisational challenges require maintenance leadership interventions focused on improving organisational outputs whilst utilising existing outlooks and practices. Technical leadership is the appropriate approach when complexity and uncertainty are manageable. Adaptive leadership regards organisations as evolving forms and focuses attention and efforts on facilitating individual and group level discovery and re-learning (Heifetz & Linsky, 2003; Heifetz, Grashow & Linsky, 2009). Change management in complex environments can be expected to require adaptive leadership to engage complex, unexpected and evolving challenges. Such initiatives are likely to extend beyond the linear approaches as suggested by Kotter.

#### d) A case for intrapersonal change.

The art and/or science of effecting intended behavioural change is yet to be mastered, perhaps due to the fact that the available programmes largely target technical aspects of change and do not directly address psychological mechanisms for behavioural transformation and competency growth (Heifetz & Linsky, 2003; Heifetz et al., 2009). Effective leadership development has to target intrapersonal change beyond the technical development initiatives that dominate leadership development (Heifetz & Linsky, 2003; Heifetz et al., 2009). Some freedom from intrapersonal encumbrances is necessary and possible for optimised impact (Tsoukas & Chia, 2002; Heifetz & Linsky, 2003; Heifetz, et al., 2009; Kegan & Lahey, 2009; Maier, 2015).

The following three sections will review how, due to limitations in human biology and cognition, leaders need help to be more effective in exercising their power. Misrepresentation in consciousness originates from three major sources, namely our genetic programming; what the culture points us towards; and, the self that we are and seek to be; in other words, our identity (Kegan, 1982; Csikszentmihalyi, 1993; Kegan & Lahey, 2009). Biology answers the 'why?' question in leadership and culture, while the self or identity explains the 'how?'

##### i. Biology of leadership and followership.

Leadership and followership are adaptive behaviours that are naturally selected since they enable species to survive successive generations (Kenney, 2012; Vugt & Ronay, 2014 - evolutionary psychology). Given that natural selection is a very gradual process, it has not matched the rapid environmental changes in the contemporary world and that has resulted in cumulative capacity mismatches between humans' evolved nature and current behavioural demands (Nicholson, 2005; Vugt & Ronay, 2014). Humans, for example, have evolved cognitive biases relating to leader selection and decision-making disposed to dominate and exploit others (Vugt & Ronay, 2014). That aspect of human nature continues to be prioritised in leadership development. Another example of biological foundations of human behaviour is that when change occurs, error messages are triggered in the orbital frontal cortex linked to the amygdala, the source of animal instincts including fear and anger responses, thereby reassigning metabolic energy away from the prefrontal region where intellection occurs (Rock & Schwartz, 2007).

Nonetheless, adaptive capacity, one of the preconditions for survival in the contemporary world, is part of the species survival pack (Benkler, 2011; Lawrence & Pirson, 2015). The evolutionary-contingency hypothesis offers an adaptation and context-sensitive account of followership grounded in both evolutionary and cultural roots (Lawrence & Pirson, 2015).

I cited these examples to acknowledge that there is research and evidence relating to the biology of leadership and followership. The reality is that leadership practice may not always be through conscious choice but through forces of human nature. Having examined some illustrations of the possible 'nature' foundational aspects of leadership and followership, I now move to examine the 'nurture' aspects of leadership cognition, recognising that socialisation and learning also set limits to cognitive acuity.

## ii. Socialisation fosters static perceptual templates that impair human consciousness.

Human consciousness has flaws. A significant amount of human thinking and behaviour is conducted through autopilot cognition. That is human nature, due in part to our limited attention capacities in a world rife with massive and diverse amounts of stimuli (Yeganeh & Good, 2016). Perceptual stencils originate from social upbringing and are also crafted in part by the self and one's sense of identity (Kegan, 1982; Kegan & Lahey, 2009). Whereas mindlessness is functional, it can be destructive since it undermines conscious awareness and the efficacy of responses. Such coping reduces intentional choices and limits the chances of requisite behavioural adaptiveness (Dweck, 2014; McGonigal, 2015; Yeganeh & Good, 2016). Christie & Barresi (2002) described two instances of faulty consciousness namely; misremembering (Orwellian) and misrepresentation (Stalinesque). In Orwellian instances, a stimulus is perceived then forgotten, while in the Stalinesque

instances, the stimulus is never seen. With respect to the latter, it is never seen largely because of the excluding perceptual templates that people deploy. The issue is there is more to reality beyond what is provided by autopilot perceptual routines.

When unfamiliar or unanticipated contexts are common, consciousness must be deep and thorough in order to generate the requisite sensing and meaning making. Such contexts make static interpretive schemes obsolete and demand the injection and ongoing reframing and adoption of viable new interpretive schemes (Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993).

Yeganeh & Good (2016) proposed disruptive mindfulness to counter such autopilot routines. They made the ominous assertion that it is impossible to outthink our thoughts hence the need for such redirection to clear the thought processes of baggage and gain a less distorted appreciation of unfolding reality. Individual development can be enhanced by weakening or strengthening targeted existing behavioural inclinations (Mason et al., 2014).

Sensing of reality is obscured in part by over-utilisation of multiple conceptual screens, labels and categorisations (Fry & Kriger, 2009, cited by Baron, 2016). The impacts of these personal filters need to be reduced for a more direct experience of reality such that related responses become less automatic and more flexible (Brown & Ryan, 2003, cited by Baron, 2016). Fundamental change arises from the ability to bring to the surface the big assumptions underpinning those templates in order to increase the breadth of awareness and putting related resistance anxieties to good use (Bowe et al., 2003).

Leaders need diversity in cognition and action modes in order for them to guide organisations competently through complex environments and conditions of endemic uncertainty. An investment in diversifying and engaging new forms of consciousness should be a fruitful leadership development approach.

In concluding the review of the two intrapersonal factors to consider in effecting change, one notes that both biological factors and socialisation and or upbringing arguably lay the foundations upon which leaders, and indeed followers, view, reason and respond to their role challenges. If that is the case, an understanding and moderation of these foundations is necessary when addressing leadership transformation. However, as I will argue in the following section, personal agency can and should be enhanced by attending to the intrapersonal restraints and where there is motivation and facilitation to navigate them and or mitigate their effects. Personal agency can generate the self-development and self-renewal necessary to adapt to changing times and contexts through intentional action, forethought, self-reactiveness and self-reflectiveness (Bandura, 2001).

## e) The role of personal agency.

Whereas there is growing recognition of diffused leadership, the leader's stewardship from a given positional authority is critical, as Kotter (1995) alluded to in his change approach. Further, whilst human cognition may be mired in errors and misrepresentations (e.g. Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993; Christie & Barresi, 2002; Berger, 2014; Myers, 2016), the mind arguably remains the executive function in human behaviour. Human agency theory supports that contention and assumes that people have the capacity consciously to make things happen (Bandura, 2001). Consciousness arises from intentionality, forethought and self-reflectiveness regarding one's capabilities and effectiveness (Bandura, 2001).

### i. An adaptive leadership competency.

Leadership effectiveness is achieved through both entrepreneurial systems and administrative systems (Uhl-Bien & Arena, 2014). This requires the exercise of three intertwined leadership functions, namely: adaptive, administrative and enabling in order to execute the formal and maintenance roles of the organisation judiciously whilst attending to the emergent, informal, dynamics that generate organisational adaptive capacity (Uhl-Bien et al., 2007; Osborn & Hunt, 2007). Control and facilitation, or to put it differently, utilisation and search or experimentation should be pursued at the same time for organisational survival and growth. Adaptive leadership suits complex challenges and/or situations consisting of recurrent crises which can only be addressed by responses outside prevailing practices (Heifetz & Linsky, 2003; Heifetz, Grashow & Linsky, 2009).

Resolving adaptive challenges requires mindsets that access overviews and insights beyond what is immediately discernible at a superficial level (Heifetz et al., 2009). At the organisational level, adaptive leadership calls for re-examination and re-thinking regarding current processes and procedures and making requisite adjustments to both the thinking and systems deployed (Crage & Clerk, 2010). Adaptive problem solving extends beyond the initial emergency phase, aimed at stabilising the situation, and reaches into the underlying causes of the problem to seek to create proficiencies to survive in the new contexts (Heifetz & Linsky, 2003; Heifetz et al., 2009).

### ii. Transcending the control imperative.

The pursuit of control disproportionately dominates leadership practice (Fournier & Grey, 2000; Raelin, 2003; Dervitsiotis, 2007; Adjiboloss, 2011; Lynn Jr. & Robichau, 2013) and represents a growing mismatch between leadership dispensation and contemporary organisational realities. Pursuit for control affords single loop learning and the generation of solutions to

correct deviations from rule prescriptions and aimed at ensuring compliance with prescription (Argyris, 1994). That could be equate at best to instinctive learning arising from activation of the amygdala (fight or flight responses - Rock & Schwartz, 2007).

Alternative leadership approaches include leaders engaging in sense making activities such as providing structure to intrinsic and occurring flows of participants' thoughts, actions and events in respect to a particular issue, thereby setting and generalising co-interpretations and meanings (Antonacopoulou & Bento, 2004; Weick, Sutcliffe & Obstfeld, 2005). Sense making incorporates activities such as facilitating personal reflection by members in respect to their work and behaviours in order to reveal the implicit motivations and assumptions behind the facts (double loop learning, Argyris, 1994) and to uncover unconscious defensive routines and thoughtlessness.

Further, sense making involves influencing collective organisational thinking and the learning contexts and processes that create operating perceptual paradigms (i.e. entail triple-loop learning - Isaacs, 1993). Double loop and triple loop learning occur where organisational discourse generates collective new and/or novel realities out of negotiated accounts (Marshak & Grant, 2008).

Transactional and transformational approaches are nonetheless both necessary tools to achieve ends but for different purposes. Organisational effectiveness can be expected to require judicious pursuit of pressing short-term and long-term organisational imperatives. Suitable personal agency and the ability to transcend the control imperative can capture and utilise emergence; the opportunity presented in complexity.

### iii. Capturing emergence.

Emergent orders arise from the spontaneous integration of simpler social forms within an encompassing complexity resulting in larger and different social forms as a consequence of interactions among the simpler forms (Lichtenstein & Plowman, 2009). Courting emergence when leading calls for embracing uncertainty and controversy, encouraging experimentation in sense making and sense giving initiatives (Lichtenstein & Plowman, 2009). Conventional leadership tends to suppress or exclude such emergent behaviours and their constructions whereas they in fact have potential for originating change, adaptability and learning (Lichtenstein & Plowman, 2009; Uhl-Bien & Marion, 2009; Davis et al., 2015; Liang, 2015).

Alternative leadership theorists (e.g. Lichtenstein & Plowman, 2009; Uhl-Bien & Marion, 2009; Davis et al., 2015; Liang, 2015) advocate for example engaging in adaptive and participatory activities in discovery, framing and enactment around

leadership issues; attending to issue boundaries and engaging stakeholders in exploring and clarifying their values and assumptions; framing germane behavioural patterns over time to reveal leverage points for effective intervention and engaging collaborative stakeholder action and resource alignment. Such governance dispensations prioritise lateral mutuality by and from the majority, instead of the agency deriving primarily from the hierarchical authority vested in designated individuals.

#### f) Understanding the study's background and context in relation to the literature.

Strategic leadership in competitive environments can be expected to require broad and inclusive mindsets and diversified behavioural sets in order to optimise the efficacy of stewardship practice. Such flexibility is often not evident due to limiting human biological upstream factors (Kenney, 2012; Vugt & Ronay, 2014) and engrained thinking and behavioural patterns that retard the emergence of new orders of consciousness beyond those formed from early in life until early adulthood (Kegan, 1982; Kegan & Lahey, 2009; Reams, 2009). The failure of transformational efforts, aside from missed steps or elements in change initiatives (as suggested by Kotter's, 1995), has intrapersonal origins, specifically faulty cognition and unhelpful behavioural inclinations.

Kotter (1995) was probably right in recognising that the first, and perhaps the biggest, challenge in effecting change is to get people out of their comfort zones. Whilst a rational and normative change plan could serve as an anchoring framework, it would appear that transformational processes have to be responsive rather than prescriptive. Cognitive and behavioural complexity, in particular, are core components of internal institutional resources for interfacing with the environment, alongside products, resources and organisational makeup. This development area may not have received sufficient organisational attention.

#### g) The epic arresting moment.

I conducted this study, prepared and presented a thesis on the backdrop of the above literature. The viva examination turned out to be a turning point to the study and required me to access additional literature in line with a redirected focus that entailed changing the discussion and subsequent chapters. Given its significance, I present below the course of the epic arresting moment that the examination took before concluding this literature review with a review of the additional literature I accessed due to the redirection.



On 29 June 2019 I had an intense viva examination that lasted over two hours. The two examiners, one internal and one external were supportive yet persistent and incisive in their questioning. The interaction was nonetheless a nonthreatening and conversational sensemaking (Cunliffe & Scaratti, 2017) engagement. I was on high alert emotionally and anxious about what would be the outcome. On a few occasions I was told to "Take your time". I found myself doubting some of my original thinking and ideas relating to the study.

When giving me their feedback and in addition to other needed guidance, the examiners candidly pointed out to me that what was evident from the thesis I had presented was not a participatory study but more likely a first-person research that could redirect and grow my practice. Throughout the entire research process, that was my culminating arresting moment (Greig et al, 2013; Cunliffe & Scaratti, 2017) that refocused my attention, insights and subsequent report writing actions. I conceded that my thesis discussion as presented then could not defensibly centre on the original purpose of the study.

It was a welcome and rejuvenating experience (empowering and confidence giving - Helin & Avenier, 2016); an outlet for pent up energy and frustration. I was exhausted after the examination but full of optimism that I had not had for a long time. A weight was lifted from me I subsequently spent more engrossed hours into the thesis than I had done in the preceding months. The dangers of static focus in dynamic reality (Helin & Avenier, 2016) dawned on me clearly as I reworked the thesis with a new focal point. If the viva had not taken place that knowledge I present in the discussion and succeeding chapters of this thesis would have been lost to me and those who will find it useful.

Whilst I remained confident with regards to my methodology, method and findings, I dramatically got to recognise during the short viva process that given the premature closure of the study and the extent of the data I had managed to gather, what I had was a meaningful base to examine my own participation and learn from the experience (grounds for "stability within change" according to Helin & Avenier, 2016). Whilst this was a failed study with regards to its original purposes, it was successful in creating a fertile growth platform for me and can be illustrative to those that find themselves in a situation similar to what I experienced.

The data assumed new meaning and it was refreshing to examine the indications of how I could change my practice. I and my experiences throughout the study became the centre piece of the research. Arguably, gaps in how I do things had been there all along but were not as apparent to me. At the very least I had never engaged them purposefully and meaningfully in ways that changed my courses of action. I had had this study's data for over a year and this had not occurred to me since I was set in the research framework of a participatory study that I had undertaken to do at the onset. It took the examiners to tell me what I had lived with for four years and not acknowledge. I think I knew all along that all was not well but could not face my vulnerability and reorient myself.

The viva examination was an instance of dynamic stability (Helin & Avenier, 2016). Whilst I remained committed to my original methodology and the data I had generated; I took a radically different focus of interpreting from what I had planned. It was a liberating arresting moment of change (Greig et al's (2013). I questioned my interpretations, the focus thereof and the inferences I had made repeatedly. The concluding certainties that I had had prior to submitting my thesis became untenable due to the spiral of self-reflexivity I went into. That culminated in the reconstruction of my perception and action as regards the study.

I had had, on previous occasion in the research and report writing processes, instances that can qualify as arresting moments. At the onset of the research, for example, I can cite the time when I only got 10% enrolment into the facilitation process when I had expected at worst around 30%. Likewise and as I will expound on when explaining how the facilitation progressed, there was the time when the study was going to collapse shortly after commencement due to participants disengaging and I had to find a way to pick up their interest by enticing them with an opportunity to get free psychometric self-insight developmental feedback. There were a number of instances also when I was given feedback by my primary supervisor and the second supervisors, that left me saying to myself "but I know that, why didn't I take that into account or say so?". In such instances it took the authority or influence of the supervisors for me to take a different approach that perhaps I was aware of but had not been motivated or activated to pursue. An example was when I submitted my first thesis draft and my primary supervisor pointed out to me that I was proffering conclusions that were not grounded on my actual findings. I beat a hasty retreat then back into the empirical approach that I had committed to abide by in my methodology.

#### h) How the literature guided this study.

The literature directed me towards approaching change management from a complexity outlook. It focused me on the need to address intrapersonal constraints imposed by biology and socialisation in order to improve effectiveness. These literatures made it clear that that leadership development should enhance personal agency by extending managerial executions beyond the control imperative to include actively seeking out and capturing emergent realities (e.g. Raelin, 2003; Argyris, 1994; Antonacopoulou & Bento, 2004; Weick, Sutcliffe & Obstfeld, 2005; Lichtenstein & Plowman, 2009; Uhl-Bien & Marion, 2009; Davis et al., 2015; Liang, 2015; Helin & Avenier, 2016).

The notion of 'emergence' in contemporary dynamic and complex socio-economic environments, means that wholesome leadership practice has to be broad and inclusive and further that it has to be fortified by ongoing re-examination and redirection of operating perspectives and approaches. Much as the environment is continually transforming and or being

transformed, the ways leadership engages the ever changing realities need likewise to morph to keep abreast and be relevant (e.g. Isaacs, 1993; Argyris, 1994; Marshak & Grant, 2008; Kegan & Lahey, 2009; Reams, 2009; Helin & Avenier, 2016). One-track outlooks and approaches are likely to miss emerging opportunities and will tend to create undesirable and illogical inflexibilities. Otherwise, instead of extending and growing with one's practice, a leader becomes prisoner of static ways of operating and ends up dispensing non-effective (and possibly harmful) agency. I got to experience first-hand that failure events and crises, contrary to the accompanying negative emotional feelings, can lead to positive outcomes as they can be the triggers and energisers for adopting new approaches.

In synthesising the literature, I understood that one cannot wish away reality when it goes against one's plan (such as could be the case when change is approached from a strictly linear approach) and that effectiveness can derive from working with what is available and is pertaining. Whilst control is a central feature of leadership practice, some things are beyond the control of leadership agency and have independent triggers and momentums that could be harvested or influenced propitiously by those in leadership. The knee jerk inclination to stamp out emergence, deviations and the unexpected can be counterproductive (e.g. Lichtenstein & Plowman, 2009; Uhl-Bien & Marion, 2009; Davis et al., 2015; Liang, 2015).

I learnt and grew from my own failures during the course of this research and I became self-reflexive in discussing my findings and distilling their implications. The literature led me to understand that to be effective as a leader, one needs to work WITH not ON others and events: that one is not any better than another, but that one may have the privilege or capacity because of one's professional and organisational position to make a difference. 'Charity begins at home', goes the English saying. I was left with a belief that effective leadership most likely starts with managing and leading oneself. Considerate leadership, I expect, is likely to be wholesome. This study ended up being a journey of personal development instead of a leadership development facilitation for Optimus Botswana.

### 3. CHAPTER: RESEARCH METHODOLOGY AND METHODS.

I begin this chapter by briefly revisiting the purpose of the study in order to provide a context for the research approach and design. I then explain the ontological and epistemological stances I adopted. I subsequently describe how I used action research and the immunity to change methods in seeking to improve leadership practice. I conclude by reiterating the uniqueness and expected utility of the intrapersonal change approach in leadership development.

#### a) Goal

I planned to facilitate intrapersonal change among participants in order to improve the assumed leadership gap at Optimus Botswana. This would be achieved by increasing the range of outlooks and behavioural response sets of participating managers through interactive experiences and related reflexivity (Heron & Reason, 1997; Marshall, 1999; Tsoukas & Chia, 2002; Maier, 2015). Assuming good enrolment of participating managers, the intrapersonal change would in turn enhance the organisation's dynamic and/or adaptive capability for improved organisational performance and/or effectiveness.

I anticipated that the research would be useful to the extent that the findings would be incisive and guide subsequent organisational decisions and actions (Shrivastava, 1987; Mohrman, Gibson & Mohrman, 2001, Sutherland et al., 2011). I also wanted concurrently to explore the efficacy of facilitating intrapersonal change as a focus for leadership development. My assigned mandate with Optimus Botswana was to make an impactful leadership development contribution. The relevance of what I was going to offer would be of the essence in judging the merits of the facilitation (Starkey, Hatchuel & Tempest, 2009). I expected internal validation of findings (authentication) to derive from issue resolution, and also anticipated possible external validation from the generation of theorising on how the intervention produced desired outcomes (Baskerville & Wood-Haper, 1998; Champion & Stowell, 2003).

#### b) Ontology

I wilfully adopted a social constructivist and interpretivist theoretical meta view of the world (Morgan, 1980; Cunliffe, 2011). This contrasts with the positivist world view (modernism) which assumes the existence of value-free science, and which aims at contributing to cumulative knowledge based on revealed or established universal truths in nature, and law-like predictions (Morgan, 1980). Modernism presumes that there is a clear reality made up of static and sequential attributes (Chia, 1995).

Traditional scientific methods cannot capture aspects of social reality, particularly subjective reality, due to its commitment to observer neutrality (Chia, 1995). Insights need to be broader than what positivism can offer and generate. The dominance of modernism in management research presents challenges to non-positivist scholarship, specifically due to reliance on the peer (peers being largely positivists) review mechanism for judging the merits of research (Bedeian, 2004; Pratt, 2008; Easterly-Smith et al., 2008).

The more fluid ontology of 'becoming' (where nothing is regarded as constant except change), as assumed instead by postmodern thinking, highlights the existence of a transient and emergent reality which is a better depiction of social reality (Chia, 1995). I regard metaphor of an organism as being better suited to depict organisations than the metaphor of the machine (Morgan, 1980). Organisational life derives from and features mutual connectedness and dependencies amongst the constituting entities. Social reality is emergent and there are continuous combinations of organisations that in sum constitute reality (Chia, 1995).

In the context of this study, it is arguable that organisational effectiveness, from the organism metaphor, relates to survival in a wide and open environmental context that is in constant state of flux and change. Organisations can be deemed to be more about relations within and between social entities rather than physical or concrete forms, as would be suggested by the machine metaphor. Leaders guide and engage fluctuating entities where a lot of pertinent features cannot be regarded as absolute. As such, one has to be wary of overconfidence when taking leadership decisions or exercising leadership judgment. Such recent theorising suggests that there is need to move away from 'either/or' stances in perspectives and approaches, towards 'both and more' approaches instead.

The interpretive ontological view deems reality to be subjective experience based on underlying multiple realities. I was cognisant of the broad range of interpretive approaches. These included those concerned with matters of the pathology of consciousness (Freud, 1922, Jung, 1953-65) as pointed at by the radical humanist perspective, and the radical structuralist stance (Marx, 1844; Habermas, 1970) that focus on the tensions and contradictions of organisational reality. Whilst cognisant of them and their unique contributions, I also chose not to concern myself with the humanist world view in respect to matters of alienation and the structuralist concerns about power and domination (Morgan, 1980; Alvesson & Deetz, 1996) since I thought those had no direct bearing on the functional goals of the study.

As such, whilst accepting that the approach that I adopted would not deliver a fully exhaustive account, I surmised that it would be more thorough and inclusive compared to a strict positivist inquiry, due to its interactive nature. Social science research cannot be truly objective or rational and findings are best understood in relation to the given context and, data

and information searches should be based on co-production principles and activities (Starkey, Hatchuel & Tempest, 2009). I expected situational insights to emerge from the particular circumstances and the facilitation participants.

I thought that there would be merit in both sceptical and affirmative postmodernism, but for the purposes of the facilitation chose to be guided by the latter. Sceptical postmodernism is hyper critical and rejects the possibility of an empirical science, whereas affirmative postmodernism assumes that discriminations are possible between competing interpretations (Kilduff & Mehra, 1997). To that end, I planned the facilitation as an empirical inquiry into a real world that is amenable to systematic study.

My fundamental commitment was to remain wary of meta-narratives, both inside and outside the individual, and to seek out underlying and overarching perspectives and behavioural inclinations in a bid to enable change towards more potent leadership (Kilduff & Mehra, 1997). The facilitation's primary goal revolved around moving participants, and myself, from our leadership preoccupations towards the seldom evident perspectives and behavioural tendencies (Calàs & Smircich, 1999).

It is useful to briefly to expound on the distinction between constructivism and the related approach of constructionism. While social constructionism highlights the artefacts that are created through the social interactions of a group, social constructivism focuses attention on the learning that individuals go through in the course of group interactions.

From a constructivists view, knowledge and reality are generated within individuals (Guterman, 2006). Social constructionists instead take the view that knowledge and reality are developed through interaction and dialogue (Guterman, 2006). As such, constructivists focus on what occurs within the minds of individuals; whereas social constructionists attend to what occurs between people in the joint creation of realities. Whilst both constructivism and social constructionism regard knowledge from a subjectivist view, the former acknowledge the biological and cognitive processes of the individual, whereas the latter view knowledge features in social interchange (Guterman, 2006).

I aligned myself towards the social constructivist perspective since I felt that it was a more appropriate guide for this facilitation (compared to social constructionism) because it focuses on the intrapersonal rather than the interpersonal aspects of knowledge generation. People craft situations through the way they perceived things individually and or collectively (Cunliffe, 2004). I took the perspective that learning arises from assimilation and accommodation processes including leveraging new information that conflicts with existing knowledge and adapting existing schemata to generate dissonance and change.

I sought intrapersonal transformation through revitalising participant perspectives and behavioural routines. I expected valuable insights to emerge from the participants', and my own, observations regarding the facilitation encounters and

what informed and guided the relevant perspectives and actions. I anticipated that first person and second person insights would point to the validity or otherwise of the third person generalisations existing in the literature (Chandler & Torbert, 2003).

### c) Epistemology

Assuming firms are complex adaptive systems (Holland, 1992; Kilduff & Dougherty, 2000; Stacey, 2011) that are continuously evolving (Chia, 1995), and from a social constructivist and interpretivist theoretical meta view of the world, one recognises that there is more reality than what one person can glean. Exhaustive and inclusive knowledge has to be co-produced by parties to the reality (Calàs & Smircich, 1999; Cunliffe, 2004; Guterman, 2006; Starkey, Hatchuel & Tempest, 2009). Regarding organisations as becoming requires adaptive approaches in leading involving among other processes of change: forgetting, discovery and relearning (Heifetz & Linsky, 2003; Heifetz, Grashow & Linsky, 2009).

I took the view that social reality is unstable and is best understood through emergent inquiry rather than rigid and largely linear methods. There would also be folly in pursuing detached objectivity in understanding a matter that is significantly subjective in nature. I chose the interpretive action research method of inquiry (insider) which contrasts with outsider inquiry methods (that are more associated with the positivist epistemology). To this end, action research is designed to enable practical organisational learning whilst concurrently generating scholarly knowledge (Evered & Louis, 1981; Bartunek, 1993). I aimed to contribute to the improvement of Optimus Botswana's leadership practice and to generate a thesis for my doctoral studies. I planned to be both a participant and an observer in the envisaged change process. I made no predictions and intended to deploy an inductive inquiry approach into the relevant narratives. That, I anticipated, would lead to propositions and arguments and/or recommendations. I expected the data analysis to generate in-depth insights, possibly new insights, and new relationships of relevance to leadership practice. I sought to reveal the implicit meanings, and noticeable patterns and themes from the generated narratives, including how much and how often they were evident.

Interpretivism is practice-based inquiry that is suitable for understanding ongoing social realities compared to methods used in the natural sciences (positivist and strict postpositivist methods). I believe that only multiple metaphors can capture reality comprehensively (Burrell & Morgan, 1979; Morgan, 1980; Willmott, 1993; Cunliffe, 2011) and that critical reflexivity is necessary when generating an understanding of social reality. I also accepted that conclusions and judgments made can only be as good as their incorporated diverse perspectives and interests (Easterly-Smith, Thorpe & Jackson, 2008). I assumed that it is necessary to maintain some freedom from orthodox, and to be open to contingent organisational analysis and problem solving (Cuncliffe, 2010).

Expansive and complex organisational challenges are difficult to understand through classical scientific experimentation or validation approaches, as would appropriately apply in the physical sciences (Bennis & O'Toole, 2005). There are pertinent human factors that influence the efficacy of leadership decisions that are not easily measurable, including imagination, ethics and morality that are missed by inquiries informed by positivism (Bennis & O'Toole, 2005). Strategic business judgments are often made with convoluted and incomplete insights which is inconsistent with what positivist approaches demand.

Empirical positivist or third person research, despite its predominance in social and management research, largely offers historical accounts and covers a small section of reality (approximately 6% of the broad social sciences research range - Chandler & Torbert, 2003). That is partly because empirical positivism ignores first and second-person accounts of reality (Chandler & Torbert, 2003). There is growing diversity and novelty in scholarly inquiry into leadership given that positivist science approaches and discourses have patent limitations (Corbett et al., 2014).

In seeking to understand organisational life and human social behaviour, analogical inference explanations provided by qualitative approaches are necessary, and can suffice, but such findings and related conclusions are subject to the criticism of being less scholarly (Corbett et al., 2014). Nonetheless, there is a growing openness in management research towards the placing of less emphasis on internal, external and construct validity considerations (Scandura & Williams, 2000). Human experiences are evident in socially constructed narratives. Interpretive data analysis and intuitive inferences are the fitting means of understanding organisational realities. I aimed for research rigour by ensuring that I conducted this study through precise methodological execution in generating empirical evidence to support the conclusions and recommendations I would subsequently make (Shrivastava, 1987).

I therefore intended to use the immunity map process to structure how I would examine and bring about intrapersonal change through reflexivity. In following methods section, I will explain in more detail exactly what is an immunity map and how I planned to apply it as a reflexive method in this research. For now, I will just note that the process involves revealing default and/or overriding covert stances that keep individuals stuck. The method entails voiding the effects of socialisation and self-generated perspectives and behavioural propensities. In engaging in reflexivity, one acknowledges how human insights are affected by personal beliefs, values and assumptions (Alvesson & Skoldberg, 2009). Reflexivity is central in interpretive and postpositivist approaches whereas it is largely considered unnecessary under positivism on the assumption that detachment and the generation of neutral knowledge is possible. In engaging in reflexive activities, attention is directed at the processes of interpretation and is based on a recognition or belief that insights are not a direct representation of some certain reality.



Johnson & Duberley (2003) described three different forms of reflexivity. From the positivist tradition, methodological reflexivity can be engaged on a presumption of neutral or objective observations in research. On the contrary, the remaining two forms of reflexivity embrace subjectivism. Firstly, there is epistemic reflexivity, which is critical and requires transformative redefinitions and actions based on consensus. Secondly, there is deconstructive reflexivity, which is related to postmodernism, and which highlights duality of awareness and the need for alternative viewpoints and actions. Deconstructive reflexivity involves, among other change-related practices, a process of generating unease in respect to the default perceptual and behavioural stances. I positioned the immunity map change process in the deconstruction space as a way to breach intrapersonal conditions that create the status of being struck.

Reflexivity methods generally involve reflection and recursion (Hibbert, Coupland & MacIntosh, 2010) targeted at generating and/or highlighting contradictions or equivocations in perceptual and behavioural templates. I envisaged an intrapersonal change process where participant reflection was going to be more closed and self- and facilitator-guided through the immunity map change process. Nonetheless, I still expected spontaneous open (i.e. relational and team) engagements to occur and planned to encourage these since they would have a reinforcing effect towards the change. I anticipated that passive recursion would take place in so far as generating awareness through to insight and active recursion would arise from the behavioural try-outs and relational engagements according to the immunity map change process. The reflection and recursion activities would in essence be integrated into disruptive and extending activities (Hibbert, Coupland & MacIntosh, 2010), again as provided for in the immunity map change process.

## d) Methods

I planned to engage in an action research inquiry and to utilise the immunity map model to facilitate change in leadership practice. Action research would provide the overarching method and the immunity map was to be a component method in the intervention stage of the facilitation process. I explain in the remainder of this chapter how I intended to utilise these two methods in combination as a change facilitation process. While, for the sake of clarity, I discuss the two methods separately, in reality I envisaged them to be interlinked into one process of reflexive action.

Action research, when undertaken from a constructivism standpoint, is a real-world method of inquiry that is suitable for capturing the diversity of leadership participants' interpretations of their practice. I intended this facilitation to be an interpretivist collaboration between myself and the practicing managers in generating data and bringing about planned outcomes. Action research is a suitable applied method of inquiry in that there is no gap between the search for insight and the deployment of findings. The two processes are merged into one. In such a naturalist inquiry, participants' actions

are, however, expected to be context bound and not related to some laws of nature, as positivism would suggest (Guba & Lincoln, 1994). An experimental approach reliant on controlling variables would not be appropriate nor acceptable in business. Optimus Botswana would not have permitted me to conduct an experimental intervention in this instance since they wanted an immediate understanding and redress of the assumed leadership gaps.

### i. Action research

From a social constructivist ontological backdrop, I chose the action research method as a flexible but systematic way to address the practical organisational realities and to extend knowledge. I elected to engage in collaborative addressing of real-life organisational problems as well as to create knowledge related to that action (Avison, Baskerville & Myers, 2001; Reason & Bradbury, 2008; Coghlan & Brannick, 2010). I planned to conduct an insider and inclusive qualitative inquiry and facilitation informed by a complexity viewpoint (Coghlan, 2001; Brannick & Coghlan, 2007; McKemish et al., 2012).

The complex and idiosyncratic nature of real-life business challenges requires critical and collaborative engagement with parties' perspectives and pertaining practice in ways that can usher in transformational insights and improved organisational responsiveness beyond classical surveillance and control responses (Cunliffe, 2002; Chandler & Torbert, 2003; Cunliffe, 2004; Ellis & Kiely, 2009). Such learning conversations allow multiple interpretations and enable the exchange of perspectives in a manner that transforms the socially constructed organisation responsively in non-linear and incremental ways (Cunliffe, 2002; Cunliffe, 2004; Alvesson, Hardy & Harley, 2008). Action research reveals pertinent features of reality that are granted less prominence in applied positivist science (Chandler & Torbert, 2003).

I expected the facilitation to entail the reordering of participants' sense making and to be a process of moving the managers from automatic to mindful action (first order and second order reflexivity according to Cunliffe, 2002). Both the participants and I would consciously and critically reflect on how our assumptions, values and actions affected others and organisational functioning, and in so doing would avoid ritualistic behaviour (Cunliffe, 2002; Cunliffe, 2004; Ellis & Kiely, 2009). The process would in a sense be about constructing our identities and realities in relational ways to enable collaborative and responsive leadership behaviours (Cunliffe, 2004).

The targeted unit of analysis would be people-in-systems (Coghlan, & Brannick, 2010). I expected that we would open up to the limitations in our applied cognitive and behavioural logic; that we would challenge the underlying assumptions and expose previously unrecognised options. I planned to record my thoughts, reactions and feelings in a journal of about events as the process progressed and planned to be attentive to what would be occurring that would be useful to

the facilitation goals and process (first person insights - Greenwood & Levin, 2007; Coghlan, 2008; Coghlan & Brannick, 2010). I planned that the facilitation would involve reflexive learning conversations designed to make participants more mindful and responsive in their leadership practice (Cuncliffe, 2002).

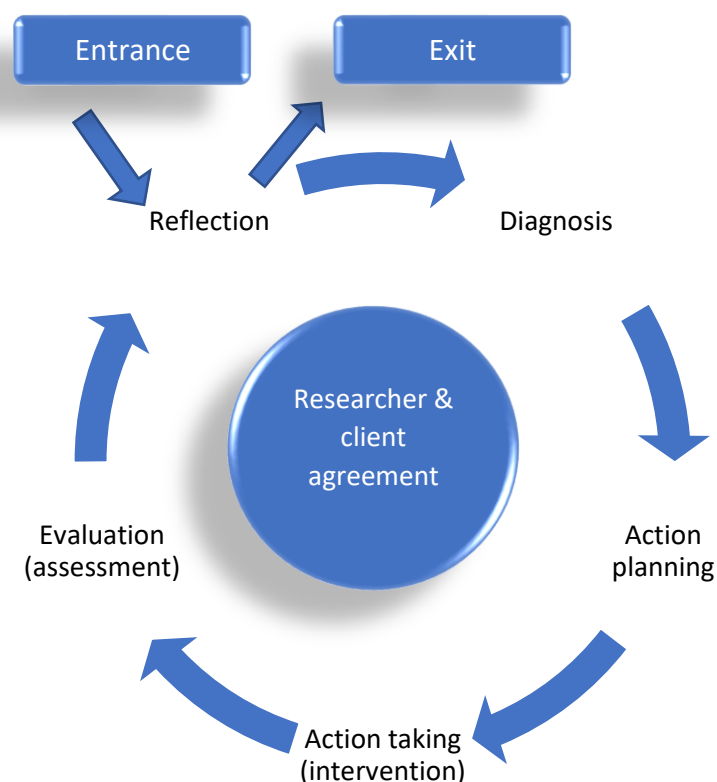
I planned to adhere to the five canonical action research principles (Davison, Martinsons & Kock, 2004). In the following paragraphs I expound how I envisaged achieving that. The principles are the Researcher-client agreement (RCA) principle, the Cyclical process model (CPM) principle, the principle of theory, the principle of change through action, and the principle of learning through reflection. The RCA principle addresses matters of ethical engagement and related administrative requirements. The CPM principle, the principle of change through action and the principle of learning through reflection are all results of the process of repeated reflexive engagements and learning from experience. Each of these last four principles are consistent with the immunity map change model through which I intended to structure and facilitate reflexivity.

1. **Researcher-client agreement (RCA) principle:** I planned to get written organisational consent from the Optimus Botswana's executive management prior to undertaking the research. That would be delivered to the University of Liverpool Ethics Committee and was part of the documents that I would submit to the committee to gain the University's approval to conduct the research. I would clearly state in my first communication to participants my dual research goals of contributing to the organisational wellbeing and of extending management knowledge (through the development of my doctoral thesis). I initially stated these in the participant information sheet and planned to refer to them during the course of the facilitation. I also intended to provide reading and video materials as information to support participants and to augment the adaptive learning process. Both my role and that of the participants would be clearly spelt out.

The potential contextual significance of the research was high. Africa and within it Botswana, remains stuck with respect to global competitiveness (World Economic Forum et al., 2015; AfDB, OECD Development Centre & UNDP, 2015). The perennial and unrealised leadership imperative is the nurturing of innovation and, the overcoming of unsupportive cultural and historical constraints (Hofstede, 2006; The Hofstede Center, 2017). There is a need to critically engage privileged perceptual and behavioural patterns and to free thinking and behaviour structures (Kegan, 1982; Kegan & Lahey, 2009; Reams, 2009). Should such an initiative generate the intended change, the impact of the research, even if initially at an embryonic level, would in time be quite material and positive.

I envisaged engaging with participants through one-on-one private conversations. These would involve promoting shared issue resolution while safeguarding the participants' rights to privacy and to engage or disengage all the way from inception through to the data analysis, interpretation and reporting stages. The process would be efficient given that most of the communication and discussions would be by email platform and less disruptive to ongoing work activities and would therefore have better prospects at securing continued voluntary participation.

2. **Cyclical process model (CPM) principle:** I designed that the CPM principle would provide the overarching framework through which to drill down to the intrapersonal dynamics. I expected to steer a spiral intervention process where the participants and I would iteratively move closer and closer to the core of the targeted intrapersonal issues (Kemmis & McTaggart, 1988 cited by Davison, Martinsons & Kock, 2004). This would be done in developing the immunity maps.



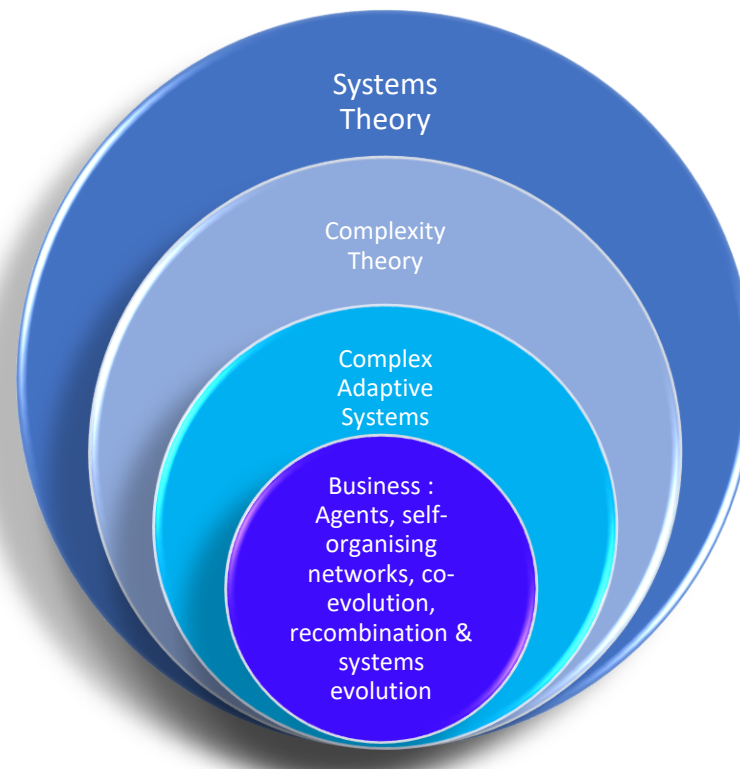
**Figure 1:** CAR process model (Davison, Martinsons & Kock, 2004)

- a. **Diagnosis:** The documented adverse OE results provided a sufficiently high-level indication of leadership gaps. I envisaged the entire facilitation process to be largely diagnostic and directed at delving into and surfacing pertinent intrapersonal dynamics. The definitive diagnosis results, both for my purposes and the

participants', would be the X-ray insights that would arise from the development of the immunity maps. The verbatim email record of discussions with the participants would also be revealing in this regard as it would track the process. I expected pertinent themes to surface as the facilitation progressed. Likewise, I planned to conduct two participant group sessions that I expected also to yield germane data.

- b. **Planning:** I expected to provide the direction and move the process at the pace of the participants, considering peak work periods. Consequently, whilst I would give general direction at set times, the progress of each would be individually paced and largely at the discretion of the given participant. I intended to follow the immunity map structure but was prepared to adjust this in light of prevailing circumstance and emerging reflection.
  - c. **Intervention:** I planned to use two-way discussions to develop the immunity maps for the 11 participants. Diagnosis and intervention would be interwoven to reveal challenges and redefine participants' leadership approaches. I intended to guide discussions towards the optimisation of personal agency and adaptiveness in leadership.
  - d. **Evaluation:** I planned that the facilitation process would entail ongoing mutual analysis and evaluation of perspectives, and identification of perceptual and behavioural gaps during the discussions and the group session. The development of the participants' immunity maps would culminate in the documentation of each participant's behavioural change agenda. I intended then to invite participants to identify behavioural try-out situations and to experiment with behavioural responses that they were not naturally inclined to engage. This would provide definitive corroboration of the efficacy of the facilitation and would be a demonstration of change.
  - e. **Reflection:** I planned to provide participants with comprehensive models suggesting alternative viewpoints (i.e. beyond their default viewpoints) and expected that this would indicate the gaps involved when taking one-track mind approaches. The development of the immunity map would alert participants to the intrapersonal constraints that individuals endure when change is warranted and would give back to the participants the agency to enhance their adaptability. I planned to engage in behaviour change try-outs throughout the facilitation process which would take me out of my natural behavioural comfort zones. I expected to reflect on these experiences and the related outcomes. I planned to document my reflections continuously as part of the raw data from the study.
3. **Principle of theory:** I located this study/facilitation in the complexity theory research space. The intrapersonal change would be founded from a complexity theory perspective and would target the improvement of participants' capacity to navigate uncertainty and to adapt to dynamic contexts. It would be about complexity, both as a perspective towards reality and as a condition of reality; and, in essence, it would be about the why and how of change in dynamic and challenging circumstances. I recognised environmental complexity (outside the individual)

and complexity within the individual. As indicated in Figure 2, below, I saw business theory as a subset system encompassed within broader levels of theorising.



**Figure 2:** Positioning business within systems theory thinking

This depicts a theory drill-down from systems theory thinking to the complexity theory lens then the complex adaptive system concept within which is the individual as a system agent.

4. **Principle of change through action:** I planned that the facilitation would be an interventionist inquiry involving collaborative issue diagnosis and problem formulation in line with the principle of change through action. I expected to generate rich data related to existing participant perspectives whilst also challenging them by placing them with emerging or existing more comprehensive perceptual and behavioural frameworks that would highlight the available diversity in approaches that participants would ordinarily deploy.
5. **Principle of learning through reflection:** I planned to engage in adaptive leadership development through deployment of the immunity map process and expected to be informed by the principle of learning through reflection. I envisaged guiding robust participant reflexivity in problem diagnosis and behavioural change try-outs.

In summary, from a social constructivist standpoint, I planned to deploy a participatory action research design within which would be cradled the immunity map intrapersonal change method. I envisaged that the facilitation would be a suitable real-world method interpretivist collaboration between myself and the practicing managers aimed at generating requisite data and bringing about intended outcomes. I intended that the facilitation would entail critical and collaborative engagement with parties' perspectives and pertaining practice in ways that would bring about new insights and improved organisational responsiveness. This would consist of learning conversations that would introduce more diverse interpretations of germane reality and transform the socially constructed organisation. Endemic environmental complexity and uncertainty requires leaders to utilise broad and inclusive views and behavioural ranges. I planned to be guided by the canonical action research principles as described by Davison, Martinsons & Kock (2004) to cater for ethical engagement and related administrative requirements and to enable learning and change through experience and reflexivity.

#### ii. Immunity map change model.

I planned to use the immunity map model to structure the deconstructive reflexivity engagements. The usage of the change model within action research method was appropriate and consistent with the social constructive ontology and interpretive epistemology that I planned to utilise. Canonical action research principles would provide the enveloping structure for the entire facilitation and the immunity map method was to be at the core of effecting intrapersonal change.

Kegan & Lahey's (2009) immunity map would be the deconstruction framework for participants and me to explore the psycho-dynamics of leadership in a non-judgmental space (a reflexivity intervention). Kegan (1982) observed that people develop to differing levels of consciousness and that this influences the nature of their awareness. My purpose was to activate behavioural transformation by revealing existing covert intrapersonal dynamics in participants and through this process foster higher order awareness with greater representational value. My expectation was that the intrapersonal adaptive change would prepare participants to deal with increasing environmental complexity.

Immunity to change is generated by existing behavioural patterns, commitments or loyalties and underlying assumptions that sustain the status quo (Kegan & Lahey, 2009). Kegan & Lahey's behavioural change framework and process aims to break through such cognitive and behavioural vicious cycles and is directed at moving people towards renewal and adaptive lease. It is designed to surface the covert impediments to behavioural transformation and the generating of an illuminating intrapersonal picture that can lead to alternative behavioural patterns and consequential and sustained behavioural change (Kegan & Lahey, 2009).

For the purposes of a conceptual framework to conduct the reflexivity facilitation, I juxtaposed Kegan's (1982) levels of consciousness with Kegan & Lahey's (2009) immunity map change model as depicted in Table 1, below. I left out the first two levels of meaning making as they relate to non-adults and thus did not apply to the participant group I intended to engage with. This is a more comprehensive and revealing depiction of the development model I designed to guide my facilitation process. Each level of consciousness generates its unique hidden commitments and big assumptions related to how reality is deemed to be.

**Table 1: Cognitive growth model adapted from Kegan (1982) and Kegan & Lahey (2009).**

Level of consciousness	<u>Level 5.</u> Post modernism: ability to hold one's ideology out as an object of reflection and therefore develop the capacity to think trans-systemically. Beyond ideology.			
	<u>Level 4.</u> Modernism: ability to move trans-categorical thinking from subject to object and therefore develop the capacity to think in terms of a system or complex. Self-authored consciousness.			
	<u>Level 3.</u> Socialised mind: ability move the durable categories from being subject to object and ability to think trans-categorically.			
Immunity map	Column 1.	Column 2.	Column 3.	Column 4.
	Develop an adaptive improvement goal. This will be the accelerator of change.	Identify concrete activities that one does or does not do that detracts from the achievement of the improvement goal.	Distil the hidden commitment that is driven by a fear which counteracts the drive for change.	Surface the "big assumptions" that generate the fears that make one's column 3 commitments inevitable i.e. Protective limits of one's mental complexity.

In order to explain the logic behind the depiction, in the following subsections I will examine in more detail the idea of people as makers of meaning and the levels of development people attain, or potentially can attain. I will then examine how one gets stuck, which is the hurdle that this facilitation sought to overcome. I then describe how I planned to deploy the immunity map framework to generate intrapersonal change.

a. Human beings as makers of meaning.

People make sense according to a system and or frameworks which can evolve to be more complex or may plateau at some level of consciousness. We get to predictable stages of stalled development or get stuck at particular levels of development or capability (Kegan, 1982). Kegan (1982) identified five stages of human development that feature five orders of human consciousness. Transcending any level of consciousness overall, or with respect to a particular fundamental aspect of one's life, means dislodging existing perspectives and practices and marshalling and utilising



higher levels of awareness that recognise unity in what appears irreconcilable at a lower level of awareness (Kegan, 1982). Kegan described the following five levels of cognitive development.

1. **Impulses** drive (first order consciousness). This is the consciousness of infants and toddlers. At this stage the human being cannot make object and subject distinctions.
2. **Preadolescents** use perceptions formed from discerned data and facts (second order of consciousness). The person at this level has grown to be more social, can control their own impulses and can make subject and object distinctions. These individuals can competently trade and exchange with others but are driven by short term interests.
3. **Adolescents** use abstracts to guide their meaning making processes (third order consciousness). At this level there is pronounced self-consciousness; there is awareness of mutuality, and the individual acts beyond what one wants and incorporates what one has to do as dictated by one's role, tradition, external standards, knowledge, or some form of reference or authority. This is the **socialised mind** consciousness where the perceptual reach is tribal (aligned to external standards that have been internalised) and extends beyond short-term interests.
4. By **early adulthood**, the person, through self-authorship may generate abstract systems that guide meaning making (fourth order of consciousness, referred to as modernism). The individual's identity will be crafted on the basis of who one is without reference to others but recognising the needs of others and society. At this stage of development, the **self-authoring mind** asserts personal authority and develops its own internal frameworks.
5. From around **midlife**, a postmodernist stage (fifth order of consciousness) may appear where a person can recognise that there are multiple social systems that are intertwined and there are ongoing two-way relationships between objects and subjects. At the fifth order of consciousness, individuals recognise that any perceptual system omits things, hence it is necessary to hold on to multiple systems at any one time. What will be in operation is the order of consciousness that Kegan (1982) referred to as the **self-transforming mind**. It arises from an acknowledgment of the fact that our identities are limited and that there is need to expand our perceptual capabilities in order to be able to grasp beyond our reach.

#### b. On getting stuck and getting liberated.

Most people incur stunted development in early adulthood through identity-related self-protective mechanisms (Kegan, 1982). Arrested development occurs when cognitive and behavioural immune systems stifle growth (Kegan & Lahey, 2009). Immunity to change is an adaptive challenge originating from hidden (unconscious and or unacknowledged) intrapersonal dynamics that confound transformation due to their greater potency in maintaining the status quo (Kegan & Lahey, 2009). Development is unlikely to occur until the underlying factors are unearthed, challenged, transformed, abandoned and/or transcended.

Kegan & Lahey's (2009) immunity map method is an adult development method that seeks to enhance and diversify the individual's mental complexity. Kegan & Lahey observed that the potency challenge went beyond issues of will and intention to behave and do things differently (i.e. the change accelerators). Their method targets what they noted to be the hurdles most likely to inhibit change (i.e. the change brakes). Their method seeks to bridge the gap between individuals' genuine intentions to change their behaviours and the actual change. In essence it is intended to make change more likely to happen.

The method presumably can be used to unlock individuals' ability to take on new and more complex behaviours and initiatives that improve leadership effectiveness. "Today, organizations need not only an unprecedentedly higher level of knowledge and skill among all those who participate but also a higher level of independence, self-reliance, self-trust, and the capacity to exercise initiative. [...] In effect, we are calling upon workers to understand themselves and their world at a qualitatively higher level of mental complexity". (Kegan & Lahey, 2009, p.25).

In essence, Kegan & Lahey's message to leaders is, change yourself before you can think of changing the world. It is about self-management for adaptive purposes. Specifically, Kegan & Lahey's method exposes the individuals' competing commitments and assumptions (change brakes) that cause self-sabotage. Those commitments constitute the operating immune system that protect the individual from unconscious threats and are about self-protection. They are linked to unacknowledged fears and or worries. The logic is that performance is a result of potential minus interference. Their method, as I will shortly describe, entails setting the behavioural goal, examining the underlying change dynamic and engaging the solution or improvement initiatives.

c. [The four-column process for developing the change X-ray leading to behavioural try-outs.](#)

1. In **developing column 1** (refer for Table 2: below), I aimed at guiding participants to generate a behavioural change goal. This had to be a commitment to change a material aspect of their behavioural profile. I intended to guide participants to set a behavioural goal(s) and make genuine commitments related to significant change that one wanted to accomplish or what one wanted to be like. That effectively would be the accelerator or incentive for change.

Table 2: Immunity Map Process (Adapted from Kegan & Lahey, 2009)					
	Column 1	Column 2	Column 3	Column 4	
Stage	Setting behavioural change commitment (Goal)	Conducting behaviour assessment: Doing / Not doing instead	Unearthing hidden competing commitments	Unearthing the underlying big assumptions	Undertaking Behavioural Tryouts: SMART activities (Safe, Modest, Actionable, Research, Test)
Example	To be a better delegator	I pass off the task to subordinates and then micromanage.	I am determined to be an operational expert and will get directly involved in all work that I am responsible for.	To do any less is to deny my esteemed blue-collar roots.	
	Accelerator		Brakes		
		X-ray		Solution	

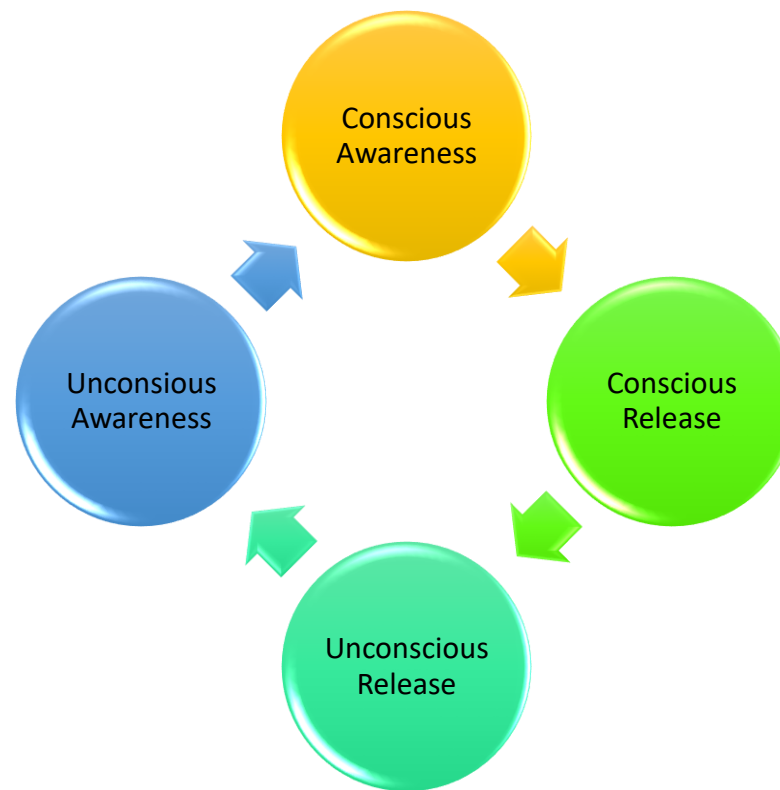
- In **creating column 2**, I planned to focus participants' attention on, and to require them to document, what they were doing (and what they were not doing) that was counterproductive to the articulated behavioural column 1 change goal. These would be concrete behavioural commissions and/or omissions, as well as beliefs that amounted to self-sabotage. These would be visible concrete behaviours and as such would not represent an underlying adaptive challenge. As such, at this stage we would not concern ourselves with the reasoning behind the cited behaviours. I intended that discussions would not delve into discussion of what needed to happen to reduce the negating behavioural actions. Creating columns 1 and 2 would set the background for developing the X-ray into the adaptive challenge through the subsequent two stages.
- In **creating column 3**, I intended to surface the unacknowledged commitments of participants; the counteracting exigent ideals; the fears participants held relating to the stated behavioural change taking place. The chances for change to occur are lessened if the behavioural change goal pales in contrast to the lure of the existing opposing ideals. Questioning and prodding would be directed at revealing what participants thought was the most uncomfortable thing that could happen if they did what their behavioural change goal dictated. These, according to the research, will largely cluster around matters of status, certainty, autonomy, relatedness and fairness. Individuals actively (not necessarily consciously) commits to making sure the things they are afraid of do not happen. They are

stuck or pulled two ways at once in a dynamic system that endorsed both contradicting commitments. The individual deploys an anxiety management system that sustains the status quo in that the foot will be on the brake whilst on simultaneously on the accelerator.

4. In **developing Column 4**, I planned to guide participants in brainstorming and articulating all possible underlying big assumptions that create the counteracting commitments in Column 3. Those assumptions despite being untested create and sustain their immune reactions. When each of the assumptions are taken as true, they make one or more C3 commitments inevitable. They are the undeclared lenses with which, as individuals, we see the world in a way we believe to be true. The commitments and assumptions in columns 3 and 4 are potent yet void premises that underpin immunity to change or the state of being stuck (Kegan & Lahey, 2009). Immunity to change is an equivocation wherein intent and self-deception coexist and block change (Kegan & Lahey, 2009). Unearthing the big assumptions reveals the adaptive challenge. Through this process, individuals are expected to gain an appreciation of the fact that they had all along been settling on a bad bargain because of their own immune system's false assertions. Successfully completing column 4 would then lead to the solution stage of the change process namely, the behavioural try-outs that would be informed by what the X-rays would have revealed.
  
5. In the **behavioural try-out stage**, I planned to guide participants into a state of active curiosity and open-mindedness where they would become motivated to explore alternative behavioural patterns beyond their current ones. Having revealed the adaptive challenges through the X-ray (Column 3 and 4), the next steps would be to engage in behavioural try-outs relating to the change goal through SMART behavioural activities (Safe, Modest, Actionable, Research, Test) whose goal would to gradually wear out the commitments and big assumptions towards different perceptual and behavioural patterns. The try-outs would be small but stretching actions to experience new behaviours. The immunity map is like an X-ray that illuminates but does not cure (Kegan & Lahey, 2009). The engagements (try-outs) would seek actively to test the accuracy of the big assumptions and preferably even note how these came about and what impact they have with regard to adaptability.

In summary, utilising Kegan & Lahey's (2009) behavioural transformation process allows people to gain liberation from being stuck by moving them from a state of unconscious immunity through a state of conscious immunity (where the immunity map is completed; the 'X-ray' reveals the underlying dynamics), then through the behavioural try-out stage, were participants are ushered into a phase of conscious release such that, ultimately, the individuals enter a state of unconscious release when the new behavioural repertoire becomes part of their automatic response systems. The latter

state, in due course, will become obsolete and require further adaptive change. Figure 3: below depicts the development cycle.



**Figure 3:** Cycles of awareness and release according to Kegan (1982)

The process from unconscious immunity to conscious release is envisaged to take approximately a year. It is expected to take even longer periods to enter the state of unconscious release.

### iii. Methodology and methods summary

All in all, I needed to facilitate intrapersonal change in the facilitation participants towards adaptive leadership and organisational effectiveness. I adopted an affirmative postmodern social constructivist and interpretivist theoretical meta view of the world in order to diversify participants' insights and leadership behaviours. I took the view that social reality meanings are inferred (not deduced) through veneers (schemata) derived from culture and history.

This ontological stance directed me towards seeking to interrogate participants' default perspectives and practices collaboratively in order to minimise biases and blind spots by updating participants' schemata and behavioural tendencies

and securing the relevancy of these inclinations. The facilitation would target intrapersonal change through participant reflexivity based on a recognition or belief that social insights are not a direct representation of incontrovertible reality. Such a progression would be different from existing and planned leadership and organisational development initiatives in Optimus Botswana.

I chose an action research approach as a flexible but systematic way to address practical organisational realities and to extend knowledge. The five canonical action research principles (Davison, Martinsons & Kock, 2004) would provide the overarching method for the entire facilitation, and the immunity map method would be the structure for the deconstruction reflexivity engagements as a way to breach the intrapersonal condition of being stuck (or being non-adaptive). They would provide structure for ethical engagement, related administrative requirements and all repeated reflexive engagements and learning from experience. They are consistent with the immunity map change model.

Specifically, the facilitation would involve deconstructive reflexivity, which recognises duality of awareness and emphasises the need for alternative viewpoints and actions ('both/and' perspectives that are more inclusive than exclusive, i.e. 'either/or' viewpoints). My assumption here was that complexity and uncertainty cannot be effectively traversed with restricted views or narrow behavioural ranges, particularly in instances where patent weaknesses or derailments exist. I expected the participants and I to engage in reflexivity in order to gain an appreciation of how we arrived at particular interpretations (constructed realities) and what broader thinking the interpretations implied. Deconstructive reflexivity requires generating unease with the pertaining default stances and promotes the development of alternative approaches and related behaviours.

Kegan & Lahey's (2009) immunity map model was an apt deconstruction framework through which the participants and I would explore the psycho-dynamics of leadership in a non-judgmental space (reflexivity intervention). The process would foster a higher order awareness or consciousness with more potent representational value, and in this way prepare participants to deal with increasing environmental complexity. I intended to use this as a way to breach cognitive and behavioural vicious cycles and move participants towards renewal and adaptive leadership practice.

In particular, I planned to use the immunity map process to surface the invisible impediments to behavioural change and to generate a rich intrapersonal picture that would inform change-related behavioural try-outs leading to sustained meaning-making and behavioural change of consequence. Action research reflection and recursion activities would in essence be disruptive and extending activities (Hibbert, Coupland & MacIntosh, 2010). In this way, the facilitation aimed to reorder sense making activities and move participants from automatic responses to mindful action (first order and second order reflexivity according to Cuncliffe, 2002). I deemed the methodology and methods to be appropriate for

unearthing pertinent ideas and thoughts related to our leadership practice and for reconstructing them into more erudite constructs for more potent leadership. In essence, this facilitation was planned to guide and/or generate both intentionality and reflexivity towards more informed responses.

### e) Data Collection

Prior to undertaking the research, I got written organisational consent from the Optimus Botswana’s Human Resources Directors that was copied to the Managing Director. This was also copied to the University of Liverpool Ethics Committee and was part of the documents that I submitted to the committee to gain the University’s approval to conduct the research.

I conducted most of the facilitation interaction through email communication. This meant that a comprehensive online record of the dialogues was available to me for examination. Those records (i.e. email correspondence, my journal entries and participant summary insights from the group sessions) constituted the raw interactive data (Easterby-Smith, Thorpe & Jackson, 2008). I anchored the facilitation around five backbone communications as I detail below. Table 3: below provides key directions that I engaged in to guide the facilitation and generate research outputs.

<b>Table 3: Facilitation process flow according to the key communication.</b>	
Tue, Oct 6, 2015 at 5:04 AM	Welcomed participants. Indicated the number of participants. Explained communication logistics and confidentiality. Asked participants to create an anonymous email address by a given date for use in the development process. Confirmed that the facilitation had been approved by the University of Liverpool authorities. Stated the nature and expected duration of the process (6 months).
Wed, Oct 21, 2015 at 1:30 AM	Invited participants to draft a behavioural change goal. Gave an example. Provided my own draft as a further example.
Sun, Nov 1, 2015 at 11:52 PM	Followed up on the development of a change goal.
Mon, Nov 2, 2015 at 3:13 AM	Restated my goal and why it was significant to me.
Tue, Nov 10, 2015 at 5:26 AM	Provided participants with an article on adaptive leadership and invited participants to read and share any comments.
Wed, Nov 4, 2015	Invited participants to complete an online Personal Development Analysis (PDA) inventory, partly to raise the level of interest in the process but also to guide self-analysis an increase awareness

	about the range of awareness and behavioural responses available beyond people's natural inclinations.
Mon, Jan 11, 2016 at 9:48 AM	Acknowledged that process had slowed down to allow for the end of year business peak period. Provided further refinements of goal statements.
Mon, Apr 4, 2016 at 4:02 AM	Explained that participants were at various stages of the process, set a date for the group session and explained its purpose. Invited participants to attend and to bring along their PDA results to assist.
Mon, Apr 11, 2016 at 2:55 AM	Thanked participants for confirming attendance and confirmed venue and times for the group session.
Wed, Apr 13, 2016 9am to 1pm	Facilitated first group session
Fri, Apr 15, 2016 at 12:55 AM	Thanked participants for attending the group session and invited them to comment on the experience. Provided them with documents to assist in developing their immunity maps. Gave direction on what to focus on in the provided guidelines.
Fri, Apr 15, 2016 at 1:32 AM	Provided a link to a video on crafting an immunity map.
Thu, Apr 21, 2016 at 6:56 PM	Invited the second group of participants to the group session stating the purpose, times and venue.
Tue, Apr 26, 2016 9am to 1pm	Facilitated the second group session.
Thu, Aug 25, 2016 at 1:46 AM	Offered participants a summary of their extended immunity map and how I experienced them. It was extended in that I included each participant's self-description from the PDA to the left of their goal statement. I also gave them mine and invited them to comment on both and how they had experienced the process and me as facilitator.
Mon, Jun 6, 2016 at 1:50 AM	Invited participants to engage SMART moves and explained the nature and purpose of the behavioural try-outs. Attached their extended immunity map document.
Tue, Sep 20, 2016 at 12:05 AM	Thanked participants for their participation and undertook to provide feedback once the whole process is concluded.



- i. Firstly, I sent a general invitation to all managers (98) to participate in the leadership development intervention, stating the goals and nature of the process including confidentiality and the voluntary participation aspects. I sent follow-up emails close the deadline to remind those who had forgotten to confirm participation.
- ii. Secondly, I asked those who expressed willingness to participate to create an email address and confirm their willingness through that email. I subsequently got them to complete their respective consent forms stating clearly their rights and reiterating the voluntary nature of their continued participation.
- iii. Thirdly, the subsequent conversations entailed the development of the individual participant immunity maps according to Kegan & Lahey's (2009) change framework.

In the **first column** I requested participants to develop and articulate the single most potent behavioural goal they wanted to undertake to be more adaptive. This was to be a goal the manager truly believed would make a difference and that would be crafted as a commitment and not a complaint. I encouraged them to articulate a compelling leadership behaviour improvement goal. That would be behaviour that they identified as what had to change but they could not or were not changing.

In the **second column**, I engaged participants in documenting behaviours (what they did or did not do) that hindered their accomplishment of their identified behavioural change goal. That self-examination was aimed at creating a change platform of responsibility rather than one of culpability. The objective of that insight area was to identify and record 'instead behaviour', i.e. what participants were doing or not doing that impeded occurrence of the desired behavioural patterns.

In the **third column**, I encouraged participants to unearth their underlying commitments (worries, fears and anxieties) and encouraged them to court alternative commitments.

In the **fourth and final column**, I sought to assist participants to uncover and engage the big assumptions/convictions they maintained around how things work. Such subtle and unproven commitments would have had the potential to undermine attainment of the behavioural change goal. The big assumptions were what made their commitments appear necessary, or what drove the status quo leadership behavioural narrative.

When communication started to stall (around examination of hidden commitments and big-time assumptions), I invited the active participants to complete an online behavioural profiling inventory (Personal Development Analysis (PDA)) and gave them the system-generated feedback to get them more comfortable with self-examination and to assist them with increasing their self-awareness. I also invited them to a group session to

assist them in completing their Immunity Maps. That was followed by a second invitation to cater for those who could not make the first session. The group sessions were face-to-face encounters at a stage where I found I had built trust and rapport with the participants and they all were comfortable to suspend their anonymity. Both the email conversations and group sessions were aimed at effectively and safely guiding participants' ideas, learning and exploration process towards change.

- iv. Fourthly, I then attempted to facilitate behavioural try-outs of identified new or alternative behaviours. These were aimed at challenging the big assumptions and creating points of transition. I encouraged participants to carry out behavioural experiments and to seek out opportunities for them then to reflect systematically on the experience and to acquire an alternative behavioural repertoire aimed towards the identified adaptive behaviour. I anticipated that I could harness the participant intrapersonal tension arising from awareness of the difference between their current behavioural reality and the envisioned goal. In some cases, the facilitation stalled at that stage to a complete stop and I got explanations for the terminations and had to accept that, given the voluntary nature of the process, I could not persuade participants further hence I effectively could not guide the participants through the final phase of the Kegan & Lahey change process.
- v. Fifthly, and in closing, I provided the participants with my summaries of their participation and their immunity map and mine and invited them to analyse them and comment on them as they saw fit. The aim was to involve participants in analysing data summaries that I prepared. In so doing I wanted participants to identify and recognise trends, themes and recurrent issues that suggested what was transpiring and could imply possible redirection.

## 4. CHAPTER: DATA ANALYSIS AND FINDINGS.

### a) Data analysis.

The study participants and I were participatory data creation instruments. We generated data, i.e. verbatim email transcripts of our self-examination discussions over the year. That culminated in two group sessions where we concluded the development of our individual immunity maps.

I extracted the conversations from Gmail into an Excel spreadsheet in chronological order with one column containing my side of the conversation and the next containing the particular participant's side for all the participants (see Appendix 1: for the coded record of the conversations). Appendices 2 to 13 are the extended immunity maps of the participants, including mine, and are part of the data I analysed. As I will describe below, I engaged in a phased narrative thematic examination (Clarke & Braun, 2013. ) of the entire data to highlight evident issues and instances relating to leadership growth and change (what and why about our thoughts and feelings in that respect - Austin & Sutton, 2015).

I was looking for repeated patterns of meanings that could be ascribed to our experiences, as evident in the data, and I present these in the results chapter with examples I extracted from the texts. I manually scanned back and forth across the entire data set and extracted codes which in turn led me to formulate themes (central ideas or concepts). In identifying both the codes and themes I was cognisant of my behavioural change goal and the reasoning behind the immunity map change model. This included noting what was not evident (missing) from the data.

Through the progressive iterations, I re-sorted and re-labelled what I found to be contained in the original data. The net output was rich exploratory information with illustrative quotes that was indicative of the range of perceptual and behavioural inclination issues and proportions thereof (Austin & Sutton, 2015).

I engaged an inductive data analysis approach (data driven coding) and sought repeated and predominant occurrences directly evident from the data without consciously subjecting the data to a pre-existing coding framework (from a social constructionist epistemology; i.e., where patterns are identified as socially produced - Clarke & Braun, 2013. ). I sought themes from two raw data sources: firstly, the year-long email conversations I had with the participants and, secondly, the participants' immunity maps. My research structural frameworks (central to which were the canonical action research principles and the immunity to change process) aimed at guiding participant reflexivity and did not direct my coding or identification of themes. The immunity to change framework does not provide for the development any particular codes

or themes to assist in the categorisation of data or generation of information. I sought recurring content, attitudes and messages in the text. I focused on the latent messages in the conversations (interpretive level) rather than the semantic or explicit level (surface meaning) (Boyatzis, 1998 in Clarke & Braun, 2013. ). The focus of the research was to identify, beyond the semantic content of the data, what the underlying ideas, assumptions and ideologies were that were informing the semantic content of the data. Table 4, below, contains the six data analysis phases I engaged in and what I did therein.

**Table 4: Data analysis phases**

<p><b>Phase 1: familiarising myself with my data</b></p>	<p>My data was chronologically ordered verbal email transcripts and the extended immunity maps. The former was spontaneous, and the latter was crafted through my facilitation, but nonetheless 'true' and aimed at engaging latent foundations of behaviour. I downloaded the emails into an Excel spreadsheet while maintaining the date order in the rows and had conversation participants (i.e. myself and the individual participating manager) in the columns. When examining the data down any column I therefore was able to get the flow of the conversation and, going across, I got a sense of what was common throughout the participants at more or less the same phase of the facilitation process. I repeatedly read the data to gain familiarity with the content, noting down and highlighting initial ideas regarding meaning and patterns of relevance to the research question (pawing through the text - Ryan &amp; Bernard, 2003).</p>
<p><b>Phase 2: generating initial codes</b></p>	<p>Given the familiarity I had from phase 1, I systematically and meticulously examined the entire data set, seeking out pertinent details that could lead to themes (repeated patterns) across the data set. This involved even more note taking and highlighting, but the process moved a lot faster since phase one had provided a base for examination. Through this process, I generated the initial codes or raw data categories that had a bearing to my research purpose (Clarke &amp; Braun, 2013. ; Ryan &amp; Bernard, 2003; Morrison &amp; Nolan, 2009). I matched the codes with data extracts from the raw texts.</p>
<p><b>Phase 3: searching for themes</b></p>	<p>I captured the initial codes into a mind-map software called Mindjet MindManager, as a convenient way to collate codes into potential themes, and a platform for gathering all data relevant to each potential theme. I sorted the different codes into potential themes (clustered responses) and collated all the relevant coded data extracts within the identified theme by using the "cut and paste" and, the "drag and drop" functions in Mindjet. In so doing I combined different codes and formed the respective overarching themes. From that data display, I was able to estimate the significance (beyond the code counts) of individual codes in relations to other codes and in relation to the purpose of the facilitation. I was also able to gauge the relationship between themes.</p>
<p><b>Phase 4: reviewing themes</b></p>	<p>In refining the candidate themes, I was guided by Patton's (1990; in Ryan &amp; Bernard, 2003) internal homogeneity and external heterogeneity criteria for judging categorisation. In essence, the criteria were that data within themes should fit together in a telling way, and that there had to be clear and identifiable differences between themes. I dropped initial themes that had limited codes to support them and merged themes that were anchored around the same or similar codes. I ceased searching for new codes when no new ones were emerging from my data examination. At that stage I engaged in a reverse search (Ryan &amp; Bernard, 2003) and tried to determine what information (possibly themes) were missing in relation to the objectives of the research.</p>

Phase 5: defining and naming themes	I re-examined the collated data extracts for each theme and organised them into a convincing and fitting account which represented the revealed story/report of interest to the purpose of the study and facilitation. I considered each theme both individually and in relation to the others and attended to how each theme's 'story' integrated into the overall 'story' emerging from the data and as it related to the research question (Ryan & Bernard, 2003; Pokorny et al, 2017). I named the themes according to what each stood for and what its related data pointed towards in relation to the research question. I largely used the terms that we as participants used during the facilitation process to name the codes, sub-themes and themes. I also identified what the codes and sub-themes conveyed in combination and individually.
Phase 6: producing the report	I started writing the report from Phase 1 of the data analysis. I made records of ideas and potential coding schemes and noted tentative interpretations throughout the five preceding stages (Clarke & Braun, 2013. ; Ryan & Bernard, 2003; Pokorny et al, 2017). The rigour, intensity and breadth (exhaustiveness) of documentation, interpretations and results increased with each succeeding phase. After Phase 5, I took a theme-by-theme approach to integrating the interpretations and findings and in so doing generated the bigger picture or core meanings. The outcome of the data analysis, as contained in the results chapter, are the research findings, reported according to the distilled themes together with supporting data extracts to the codes of interest (Pokorny et al, 2017). It is the concise story of my data as I drew it from within and across the themes. I included the data extracts that I deemed to be vivid indicators of the prevalence of the themes and interpretations that I made. I embedded the extraction within an analytic narrative (the story from my data) that extended beyond data description to an argument in relation to my research question.

In essence, through the data analysis I set out to discover themes from the raw narratives generated by the facilitation process (Ryan & Bernard, 2003). I noted, examined and recorded patterns (or "themes") within data and thereby prepared the definitive categories for interpretation of the research outcomes to inform particular recommendations. I sought truthfulness, goodness and soundness of data to theory connections (Rheinhardt et al, 2019). I collected data to saturation on each sampling key unit. That involved iterating to pin down key insights (overarching ideas) that had a bearing on the research purpose as they surfaced in the data examination. Examination of the facilitation process provided a process longitudinal picture and the immunity maps provided a cross sectional view and it was of interest to see if similar insights emerged and indeed there were patterns. As indicated in Table 4, above, I undertook a structured data management and analysis process (e.g. Clarke & Braun, 2013. ; Neal et al., 2015; Morrison & Nolan, 2009; Pokorny et al., 2017; Dahlke, 2017) and in the following chapter I present the findings and interpretations.

## b) Overview of outcomes.

The following is a purposeful narrative of events that occurred during the leadership development facilitation process. It is anchored in observations and extracts from ongoing conversations that took place throughout the facilitation journey and the immunity maps produced at the end of that journey.

The story provides useful insights for practitioners and researchers on leadership, in particular with respect to how to grow effective leaders. It is an account of a journey of exploration into intrapersonal change from a facilitation that aimed at unsettling mindsets and reformulating founding behavioural premises towards a redirected and more effective leadership practice.

In this paragraph, I briefly revisit the background to the study and what I wanted to achieve to provide a context to the findings. The story unfolds in Optimus Botswana, a blue-chip stock exchange-quoted company whose operations were assessed to have less organisational effectiveness compared to other operations Optimus oversees. Issues of performance and competitiveness are critical for the business given the context where Botswana, and indeed Africa, are perennially ranked as non-competitive on a global scale.

Twelve managers volunteered to participate and, together with myself, constituted the thirteen characters of this story. The managers had declared their willingness to undertake the change journey, initially by signing the informed form and then by engaging in the facilitation process. They expressed excitement when accepting the invitation to participate and presented keenness to engage in the change journey. Over the period of a year, however, the nature and extent of their engagement decreased, and I had to prop it up on two occasions. Ultimately, there was premature termination of the process, after nearly twelve months of conversations. Two participants, Ditiro and Petunia (pseudonyms; no actual participant names are contained in this thesis, except mine), male and female respectively, were most active throughout the period.

My summary experience of the participants was that they were accommodating and supportive. They evinced curiosity but not in a reckless or highly venturing way. They tended to steer away from conflict and contentious discourse. I provide corroborating evidence in the following sections of this chapter. I also provide in the table 5, below my own observations about all the participants as pertinent characters in this story.

**Table 5: My observations and experiences of each participant**

Beverly	<ul style="list-style-type: none"><li>• was willing to participate but during the course of the facilitation expressed that competing priorities took precedence.</li><li>• she did not engage much in the online conversations but participated in the group session actively.</li><li>• was civil and apologetic for her less than promised participation.</li><li>• was cautious about revealing personal details about herself in both the one-on-one online conversation and in the face-to-face group session.</li></ul>
Mpho	<ul style="list-style-type: none"><li>• exhibited very high enthusiasm at the onset.</li><li>• made assertions that he wanted to participate but never did and went silent within a short while.</li><li>• expressed that he had other more pressing priorities.</li></ul>
Ditiro	<ul style="list-style-type: none"><li>• was highly enthusiastic at the onset.</li><li>• was the most committed and active of the participants.</li><li>• sought out direct guidance and appeared frustrated when issues were thrown back at him to make his own call.</li><li>• volunteered actual work frustrations.</li><li>• appeared as though he was not taking ownership of problems and tended to project factors stalling issues to others (not himself).</li><li>• was cautious.</li><li>• was civil and perhaps not willing to counter-argue when challenged.</li><li>• demonstrated more openness when engaging in theoretical discussions rather than being drawn into actual personal experiences and feelings.</li><li>• was accepting of the need for personal behavioural change.</li><li>• articulated that change is experienced as risky and threatening.</li><li>• expressed a strong preference for consultative decisions.</li><li>• expressed concerns relating to fear of failure and perhaps modesty and self-doubt.</li><li>• shared a preference for certainty, and also a willingness to have new experiences and to attain balance in life.</li><li>• demonstrated clarity in his behavioural improvement goals, and what he was doing/not doing and expressed less conviction with respect to commitments and assumptions.</li><li>• revealed a distinct willingness to grow.</li><li>• was the last to disengage.</li></ul>
Petunia	<ul style="list-style-type: none"><li>• articulated a behavioural change goal fairly early in the conversation and demonstrated willingness to participate.</li><li>• participated fairly actively relative to the rest.</li><li>• tended to regard behavioural interpretation as being critical evaluations of her rather than mere descriptions.</li><li>• challenged the conclusions of the presented behavioural inclinations assessment but conceded when the model was explained, and she understood the contextualised feedback.</li><li>• was able to make a distinction between her natural inclinations to behave in a particular way and her actual behaviour in manifesting situations and the need for her to avoid impulse responses but rather to engage in thoughtful actions that recognised intentions and possible consequences of particular behavioural responses.</li><li>• asked for process 'next steps'.</li><li>• was uncomfortable when engaging in the commitments and assumptions column issues.</li><li>• after the group session, she shared with the group positive comments about the video I recommended that the participants watch.</li><li>• subsequently she went quiet but profusely apologised when we happened to meet by chance in person.</li><li>• expressed that competing priorities took precedence over her facilitation process participation.</li></ul>



Masunga	<ul style="list-style-type: none"> <li>• exhibited interest in the self-insight generated by her PDA profile.</li> <li>• her initial interest subsequently dissipated to naught.</li> </ul>
Nakedi	<ul style="list-style-type: none"> <li>• her initial enthusiasm fizzled out and she only managed to complete the immunity map during a group session.</li> </ul>
Kgosi	<ul style="list-style-type: none"> <li>• participated actively in the group facilitated session but subsequent to that his enthusiasm died down.</li> </ul>
Mary	<ul style="list-style-type: none"> <li>• expressed her appreciation for having been given the opportunity to attend the group session.</li> <li>• summarised accurately the lessons relating to human tendency to get stuck and the need for adaptive change.</li> <li>• her enthusiasm subsequently fizzled out.</li> </ul>
Peter	<ul style="list-style-type: none"> <li>• participated actively in the group facilitated session.</li> <li>• shared his lessons from it.</li> <li>• enthusiasm subsequently fizzled out.</li> </ul>
Sharon	<ul style="list-style-type: none"> <li>• demonstrated a willingness to grow and was keen to see others develop.</li> <li>• was cautious and not keen to take on conflict.</li> <li>• her insights from the group session were accurate and she articulated why and how she could change.</li> <li>• demonstrated a willingness to grow and was keen to see others develop.</li> <li>• was cautious and not keen to take on conflict.</li> <li>• enthusiasm subsequently fizzled out.</li> </ul>
Jeremy	<ul style="list-style-type: none"> <li>• was analytical and appeared to prefer to observe, study situations and act quickly.</li> <li>• came across as wanting results now.</li> <li>• enthusiasm subsequently subsided.</li> </ul>

I had high spirits at the onset of October 2015, fuelled by participant expressions such as "It will be a great pleasure and an honour embark on this journey sir" from Mpho and "Thank you for granting me this unique and fresh opportunity to explore, self-introspect and possibly nature of my leadership potential" from Nakedi. A disinclination to engage became noticeable soon thereafter, however. Enthusiasm waned a month down the line to near silence during the process of developing the adaptive change goals. After introducing the PDA structured participant self-assessment, I regained some interest. The self-awareness from the PDA assisted in the introspection process and enabled participants to engage in more incisive development of their adaptive change goal.

By the end of March 2016 (four months down the line) it was evident that the interest generated by the PDA had faded. This was, in part, compounded by my having reduced the frequency of follow up on conversations to allow participants to handle the end of year business peak period without undue interruption. At the onset of April 2016, I had to call two group sessions to complete the immunity maps in two separate sittings. The process would otherwise have terminated with participants having gotten not much further than describing themselves and drafting their behavioural change goals.

A year following facilitation inception, towards the end of September 2016 (i.e. five months after the group sessions) the conversation had progressively become one sided as I was not getting responses to my dialogue overtures. It trickled

to total silence from all after the apology, "Sorry for giving you this late. It was hectic all the way. Please receive..." from Ditiro, the most active participant. I felt let down. I also thought that I had failed in my role as facilitator.

Overall, throughout the journey I experienced the participants as very civil and courteous (refer to examples of civility and Appendix 1). They were cautious regarding entering into intrapersonal change engagement. Their initial enthusiasm was not matched by their subsequent faltering participation. They prioritised other work issues over the course of the facilitated behavioural change intervention and research (refer to the examples on explaining away Appendix 1). Their participation was more active in the group sessions compared to the conversations over email. They sought direct advice rather than working-through issues with me (the facilitator).

In completing the immunity maps, participants' apparent comfort and engagement in the process became progressively constrained as we moved from the first column to the fourth and last column of the immunity maps. Dialogue flowed easily and profusely when participants engaged in self-description. Conversation was smooth when developing the behavioural change goals. That was consistent with the observation that people have clarity on what they need to do and their need for behavioural change. There was conviction and clarity. Participants shared and revealed issues at a cognitive level without engaging much in related emotional aspects.

The exchange began to falter when directed at the 'What I do/don't do' column of the immunity map. Participants appeared to be grappling with negative emotional reactions. They appeared to also be having a poorer appreciation of what they were being asked to do or to be failing to recall instances of requested behaviours from their past.

The dialogue became even more stifled when we engaged in the commitments column. Participants appeared to be struggling to engage in the deeper level of introspection and search for the underlying perspectives and behavioural issues. The conversation was very stifled when we moved into examining the assumptions that participant held that sustained their lack of change. Participants appeared to struggle with, or to be uncomfortable with, the even deeper level of introspection to access underlying behavioural issues that parties would not ordinarily face or be aware of.

In the following sections I relate what I found during the facilitation process, followed by what emerged from the immunity maps that we developed with respect to how the participant perspectives and behavioural tendencies related to leadership growth and change, as targeted in the objectives of the study. In naming the codes, sub-themes and theme, as provided in Section C below, I retained the terms that we used in the facilitation process (including AK-47 and sniper rifle approaches, glass is half full, and glass is half empty, and pro-acting and re-acting). Appendices 2 and 3 contain

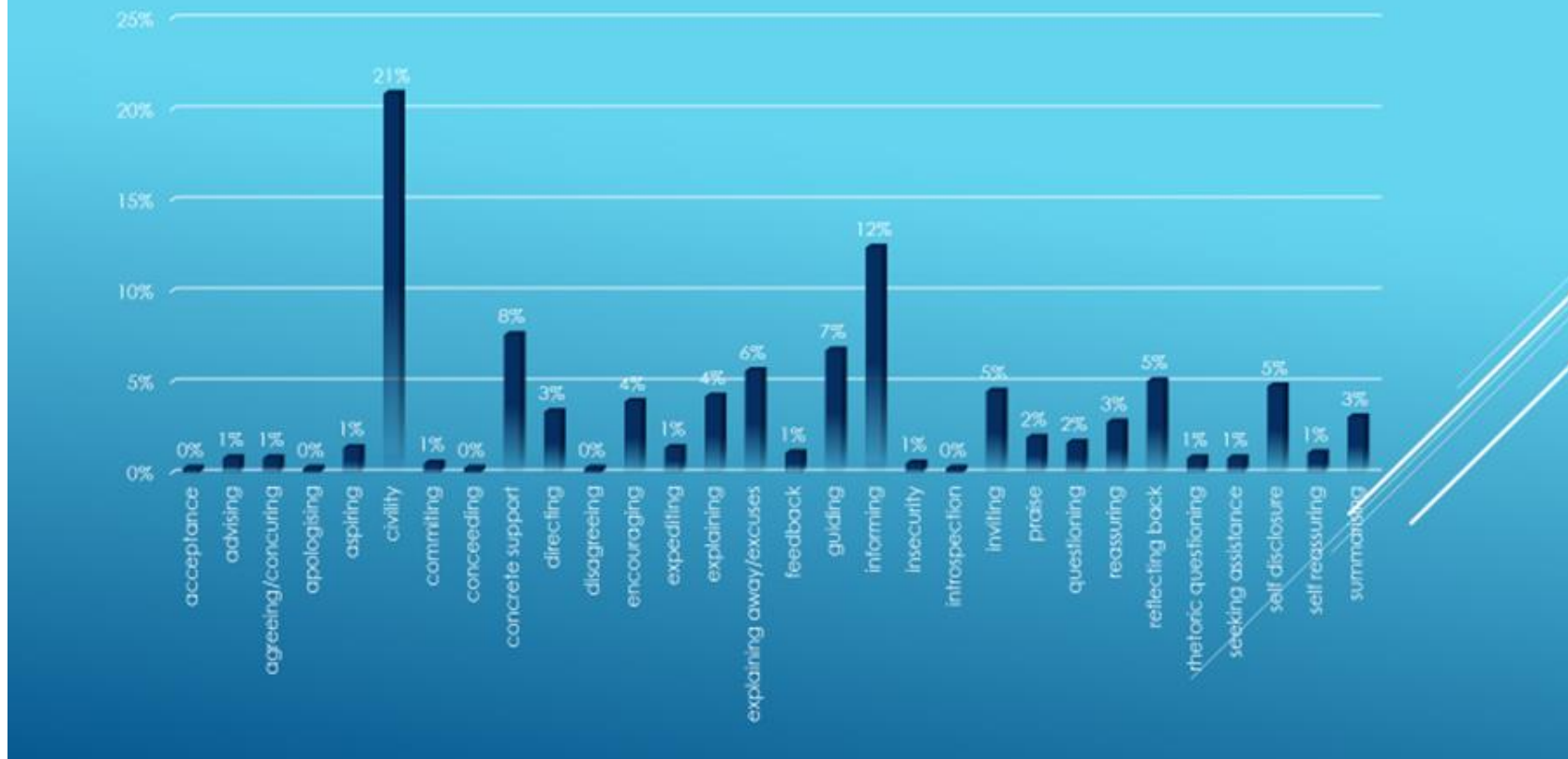
the details relating to both aspects of the narrative data from which I extracted my understanding of what transpired and why.

### c) Facilitation process thematic appreciation.

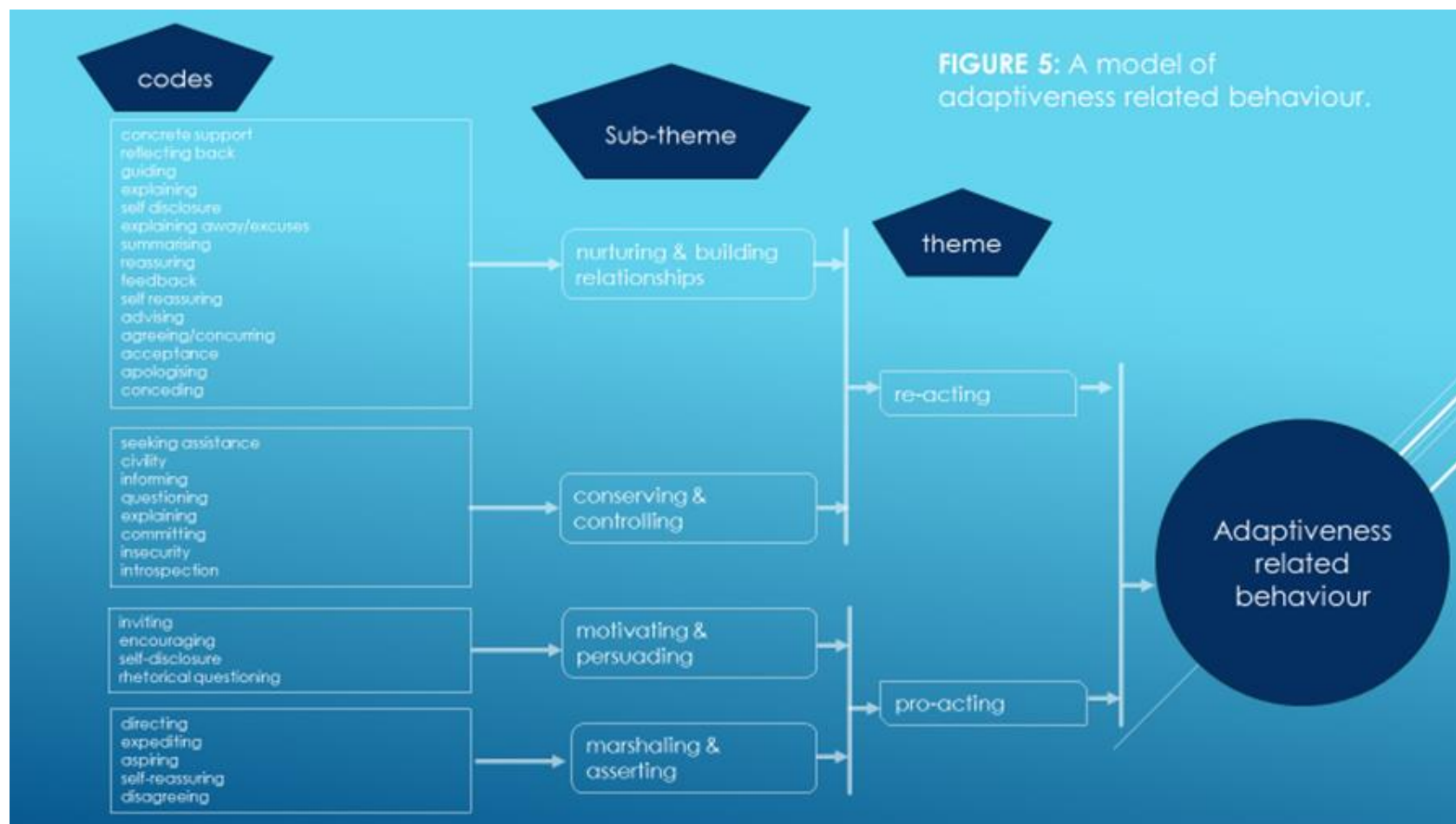
The charts in this and following sections of this chapter are presented as visual illustrations of the prevalence of and relationships between the qualitative codes, sub-themes and themes. The percentages are not intended to ascribe statistical significance nor are they grounds for any generalisations about any population group outside the participants. They are displays, suggestive of the extent of occurrence of particular codes within the participants and the inferences I made go beyond the code counts. Whilst use of quantification in what was a qualitative study may appear misplaced, the charts provide visual depictions of the individual codes in relations to other codes and enable inferences with respect to the relationship between themes and the purpose of the facilitation. They, together with the data extracts, provide indicators of instances of particular codes or themes in ways that inform recommendations. In the following sections I present three result sets of the codes and themes that emerged over the yearlong facilitation process. I firstly present the overall results of all the study's participants including me. Secondly, I present the participant's results excluding mine. Thirdly and finally I present my own results excluding the rest of the participants. The separate presentations offer different pictures and possible inferences.

Altogether, thirty codes were evident from the facilitation process data (refer to Appendix 1 for the complete list of the instances of codes, sub-themes and themes I identified). As depicted in Figure 4 below, civility featured most prominently. When one examines this closely (as shown by actual narrative examples) it is evident that this was seen as a passive and accepted way to relate to others. Informing, as a code, was also prominent although to a lesser extent, and examination of the details will reveal that this was more related to administrative and logistical matters. Next in prominence were codes relating to developmental action, including offering concrete support, guiding, inviting, reflecting back, encouraging and self-disclosure, which all, as I will reveal in a further drill-down, were driven by myself as a facilitator performing my designated role. Whilst not so prominent, the code relating to explaining away or making excuses was significant and corroborated participants' hesitant engagement.

Figure 4: Facilitation process code prevalence

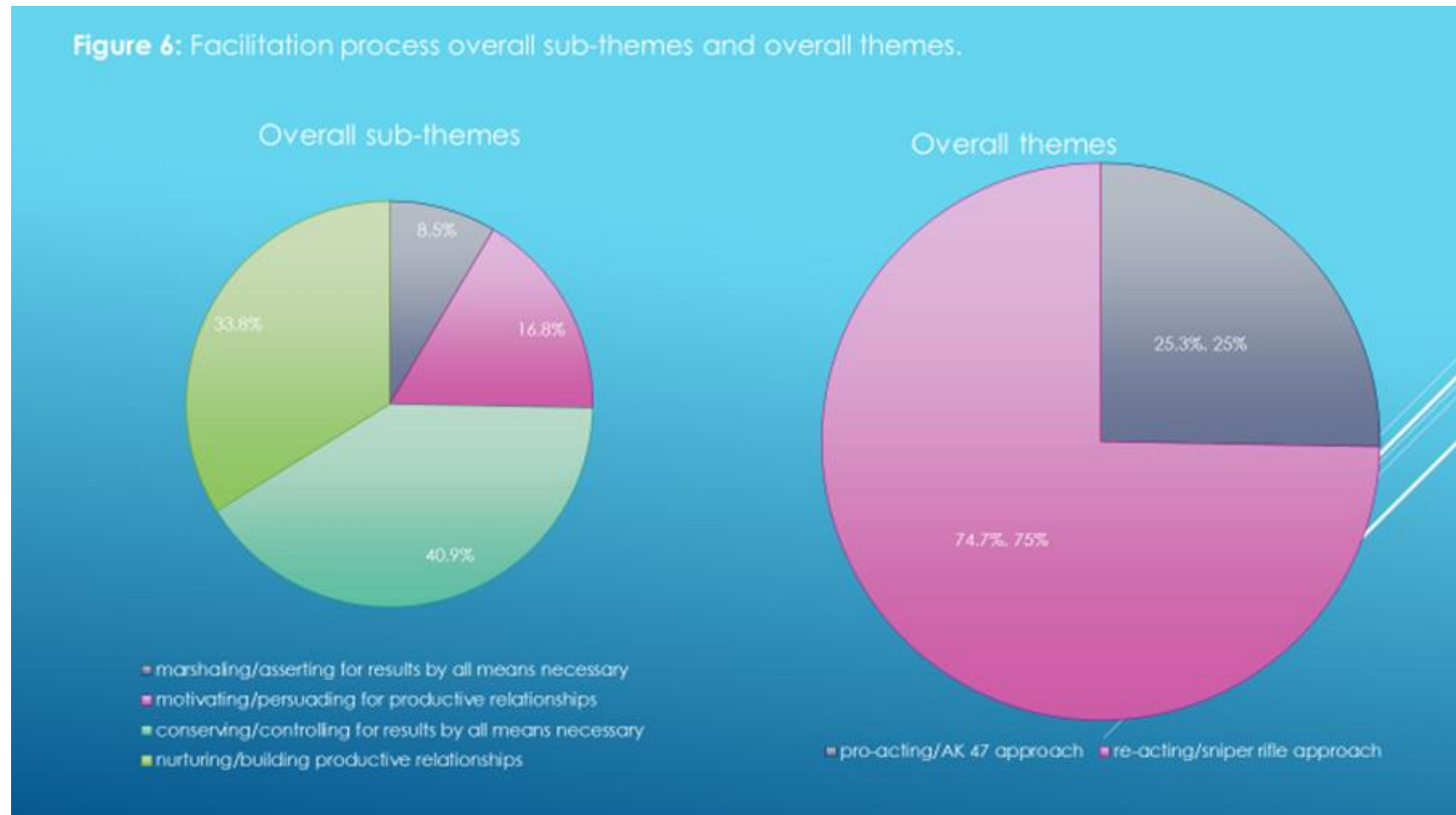


In seeking to understand the meanings behind the codes I found that the codes clustered, initially into four sub-themes and subsequently into two themes related to adaptiveness behaviour (see Figure 5 below and Appendix 1). This clustering highlighted the core of the codes (perhaps by summarising or simplifying) and revealed the sense beyond what was explicitly stated or represented by the individual code. The clustering revealed a structuring (suggestive of what leads to what/what comes from where) of the data in a way that can point towards intervention points and meaningful debate. On the one hand, the nurturing and relationship building sub-theme and the conserving and controlling sub-theme aggregated to re-acting adaptiveness-related behaviours and, on the other hand the motivating and persuading sub-theme and marshalling and asserting sub-theme constituted pro-acting adaptiveness-related conduct (refer to Figure 5 below).



The frequency of code occurrence reveals a picture as depicted in Figure 6 below. At the sub-theme level, there is a prevalence of conserving imperatives which translates prominently to re-active conduct at the overall theme level of examination. Motivating and persuading and marshaling and asserting feature less prominently at sub-theme level and, consequently, so does pro-acting conduct, as evident at the overall theme level.

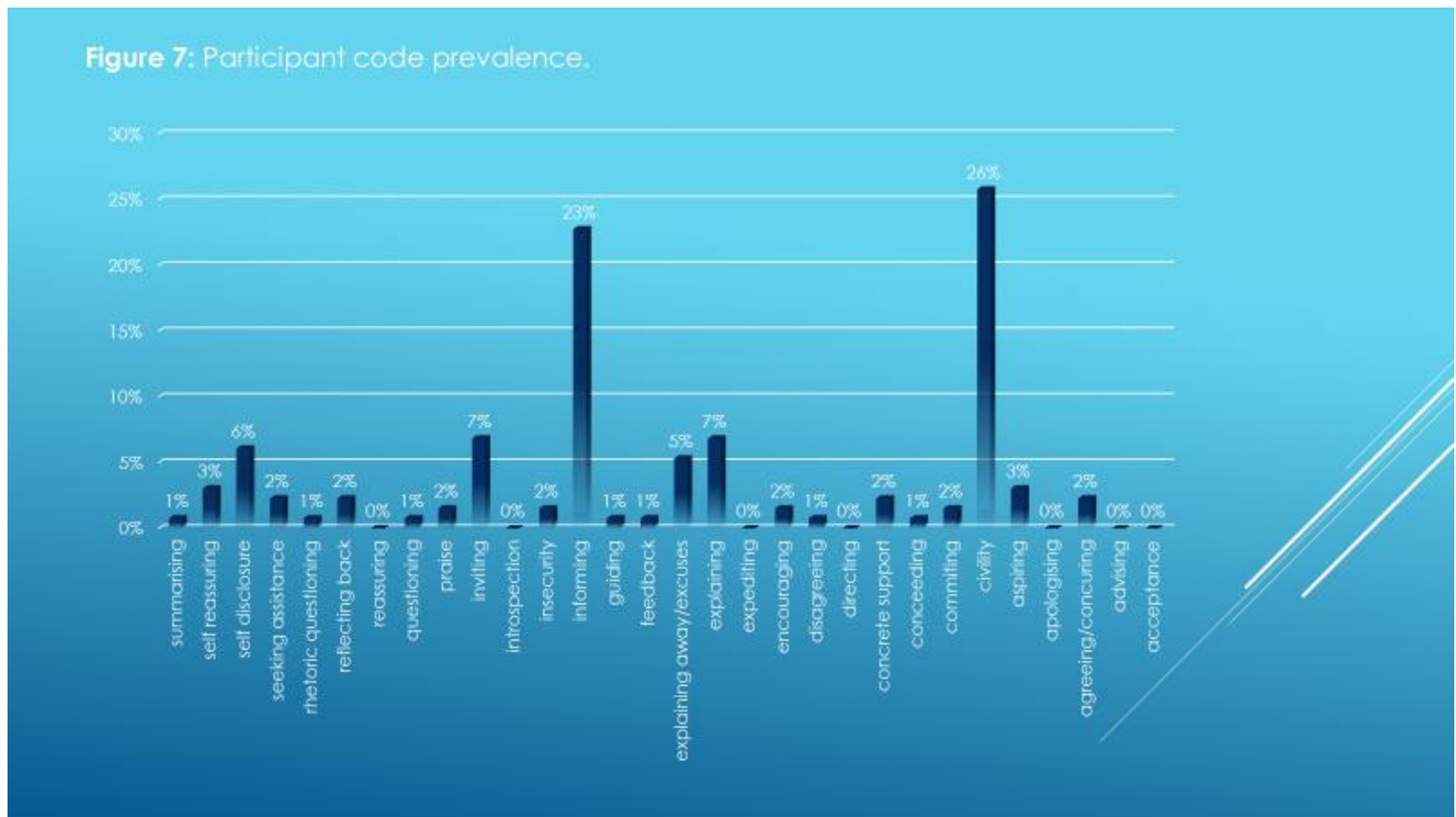
Figure 6: Facilitation process overall sub-themes and overall themes.



Overall, and considering the evident low pro-action (low risk taking and poor persuasion) potential, the participant group manifested low adaptiveness potential (skewed at the least). Sniper rifle attitudes and behaviours (focused and re-acting) were predominate. These appeared to be linked to, or driven by, conserving and control imperatives. Civility prevailed over relating to others as a passive way to relate to others (maintenance of instead of creating and building of relationships). Muted engagement towards influencing or persuading others to achieve one's ends or plans was apparent. Participants were focused on correctness and concrete, here-and-now, considerations (i.e. they were more inclined towards operating thinking rather than strategic thinking).

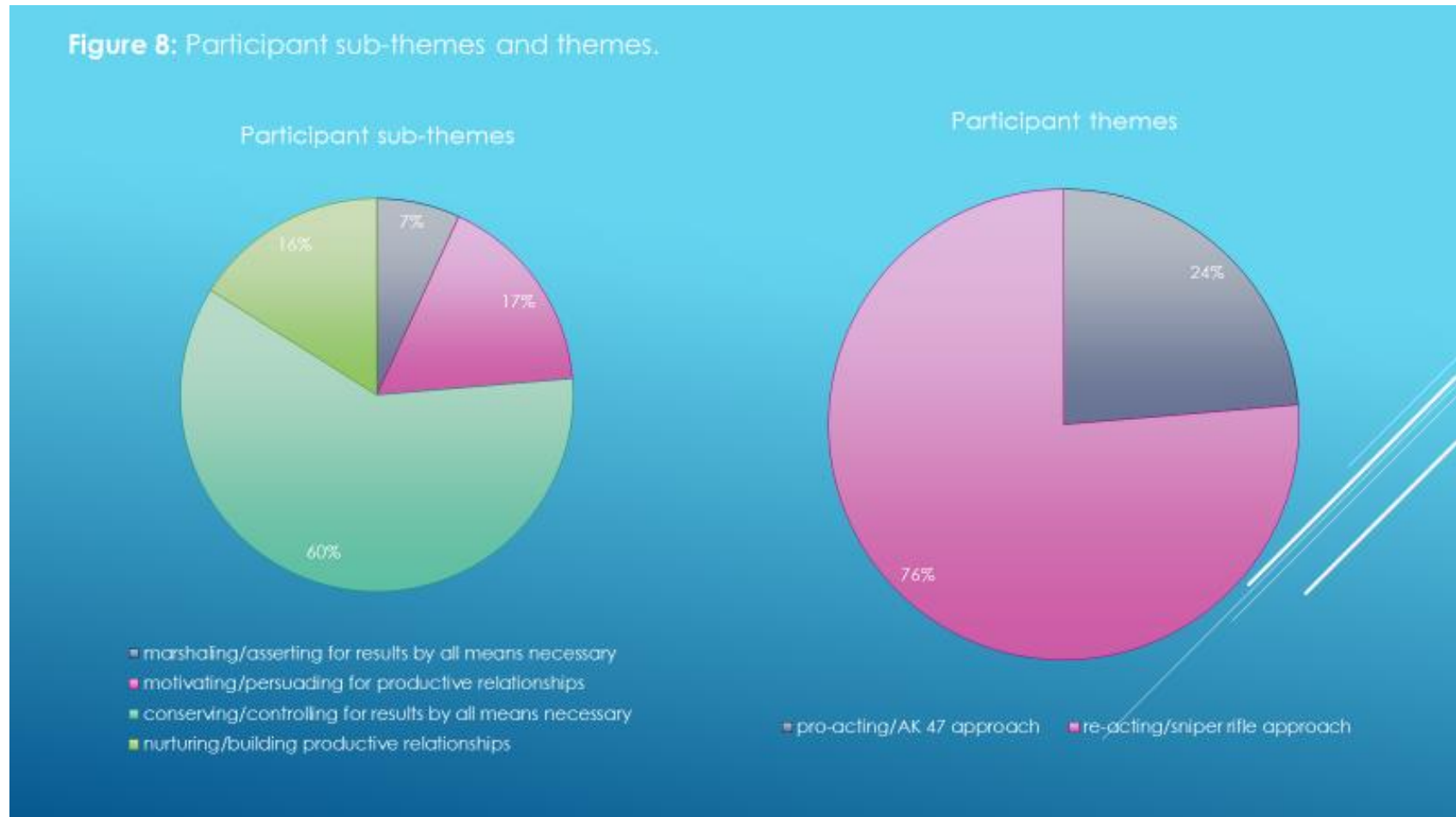
AK-47 attitudes and behaviour (spontaneous, less thought through, pro-action - the second theme) were evident, but to a much lower extent, suggestive of low self-confidence, or low tendencies towards asserting. Awareness and/or prioritisation of big picture concerns (disinclination to 'stand on the balcony' according to Heifetz, 2009) appeared subdued in most of the participants, which suggested a subdued inclination to do what-it-takes and a preference to engage in what-is-expected. In the same vein, muted propensities towards taking the initiative and engaging in innovative excursions were exhibited.

A drill-down into the participant and facilitator profile revealed some differences, although these were not radical. Civility and informing were most prominent. Whilst explaining away/making excuses featured in participant codes, a willingness to change was evident in self-disclosure and invitations directed at engaging with me as the facilitator (see Figure 7 below).



Conserving and preserving were the predominate sub-themes which in turn boosted the disproportionately greater prevalence of re-acting at the overall theme level (refer to Figure 8 below).

Figure 8: Participant sub-themes and themes.

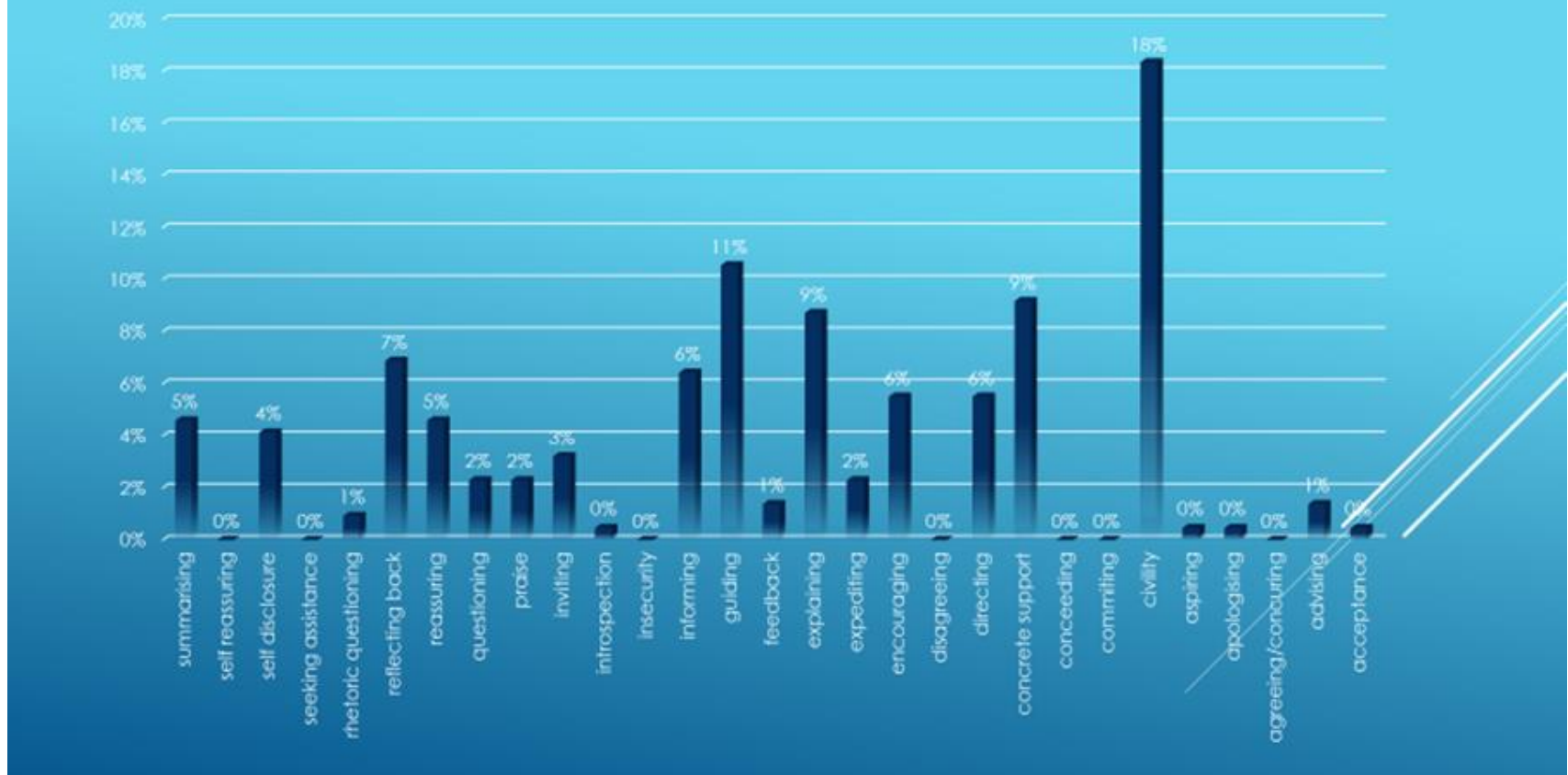


Participants exhibited low risk taking and appeared to prefer 'playing it safe'. Pro-action (venturing or risk-taking attitudes and behaviours) were not as evident as vigilance and defence. Re-acting people orientation was evident whereas pro-acting people orientation was subdued.

My code profile (see the Figure 9 below) was similar to that of the participants in general and the overall profile. Civility featured most prominently and was accompanied by the development targeted behaviours as alluded to earlier, being guiding, directing, reflecting back, offering concrete support, informing, explaining, and summarising. It is possible that the evident level of self-disclosure that I exhibited may have accounted or contributed to the self-disclosure that emerged from the participants.

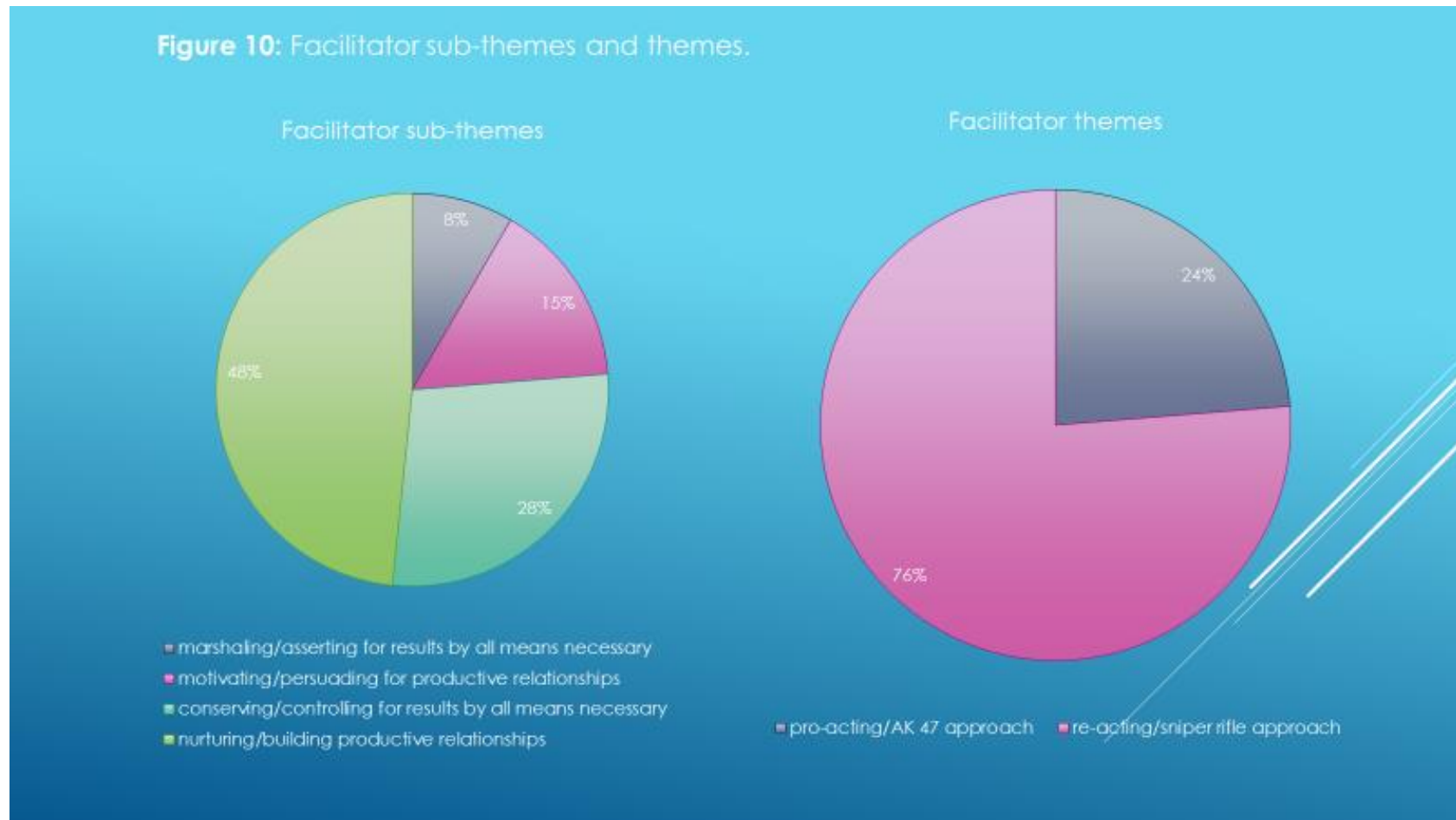


Figure 9: Facilitator code prevalence.



At the sub-theme level (see Figure 10 below), it is evident, and could have been expected, that my nurturing was prominent, since it was required of me as a facilitator. Nevertheless, it was accompanied by displays of conserving and controlling which in aggregation accounted for the high re-acting (careful and pre-meditated acting or sniper rifle approach) as my overarching theme.

Figure 10: Facilitator sub-themes and themes.

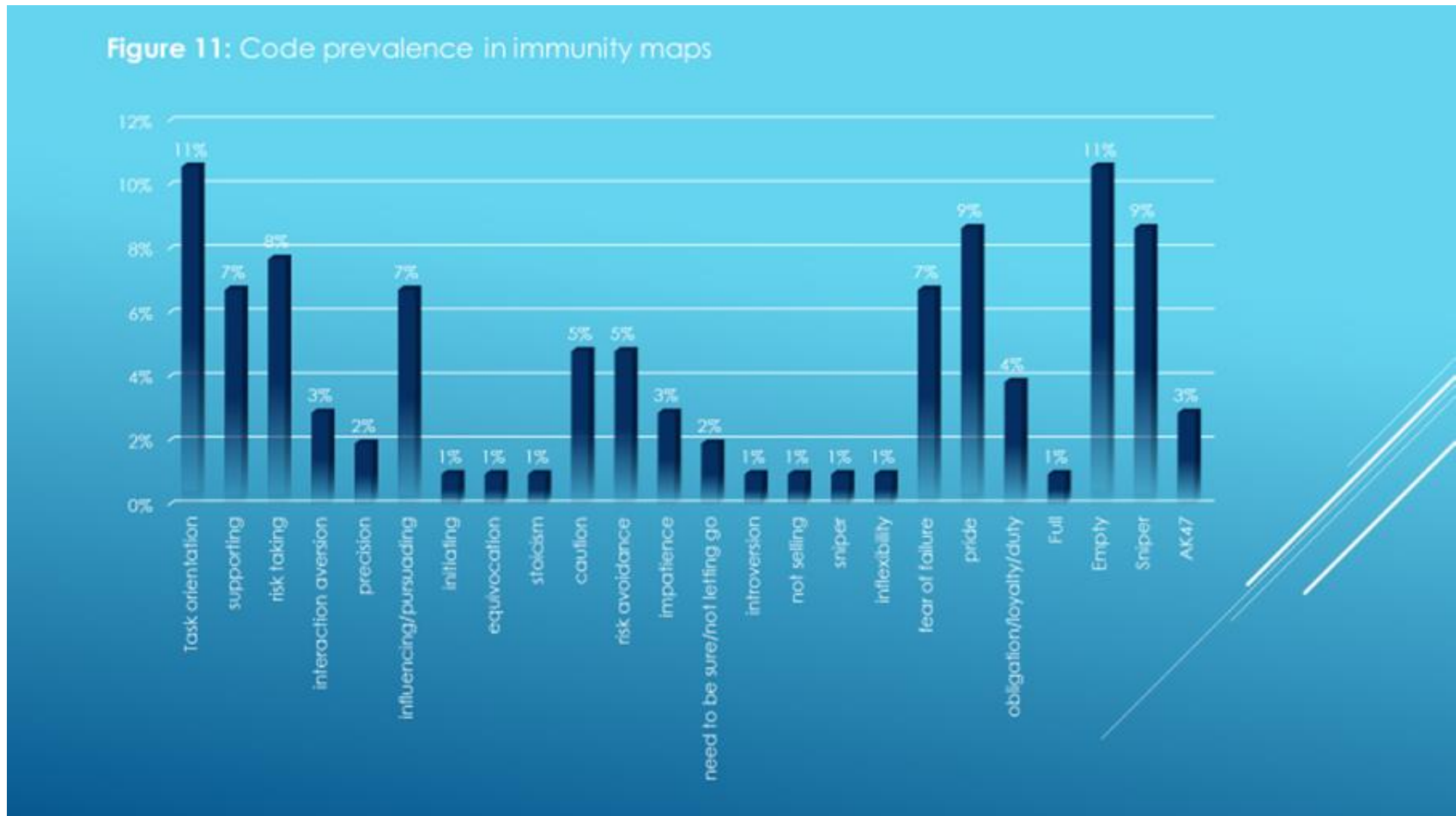


My own profile largely suggests that I prioritised matters of respect, compliance and accuracy and engaged the facilitation process in a re-acting, deliberate (versus spontaneous) and non-venturing manner. It is evident that within the overriding collaborative facilitation approach that I adopted, I followed the participants' lead, respected their wishes and did not force issues.

#### d) Immunity maps thematic appreciation

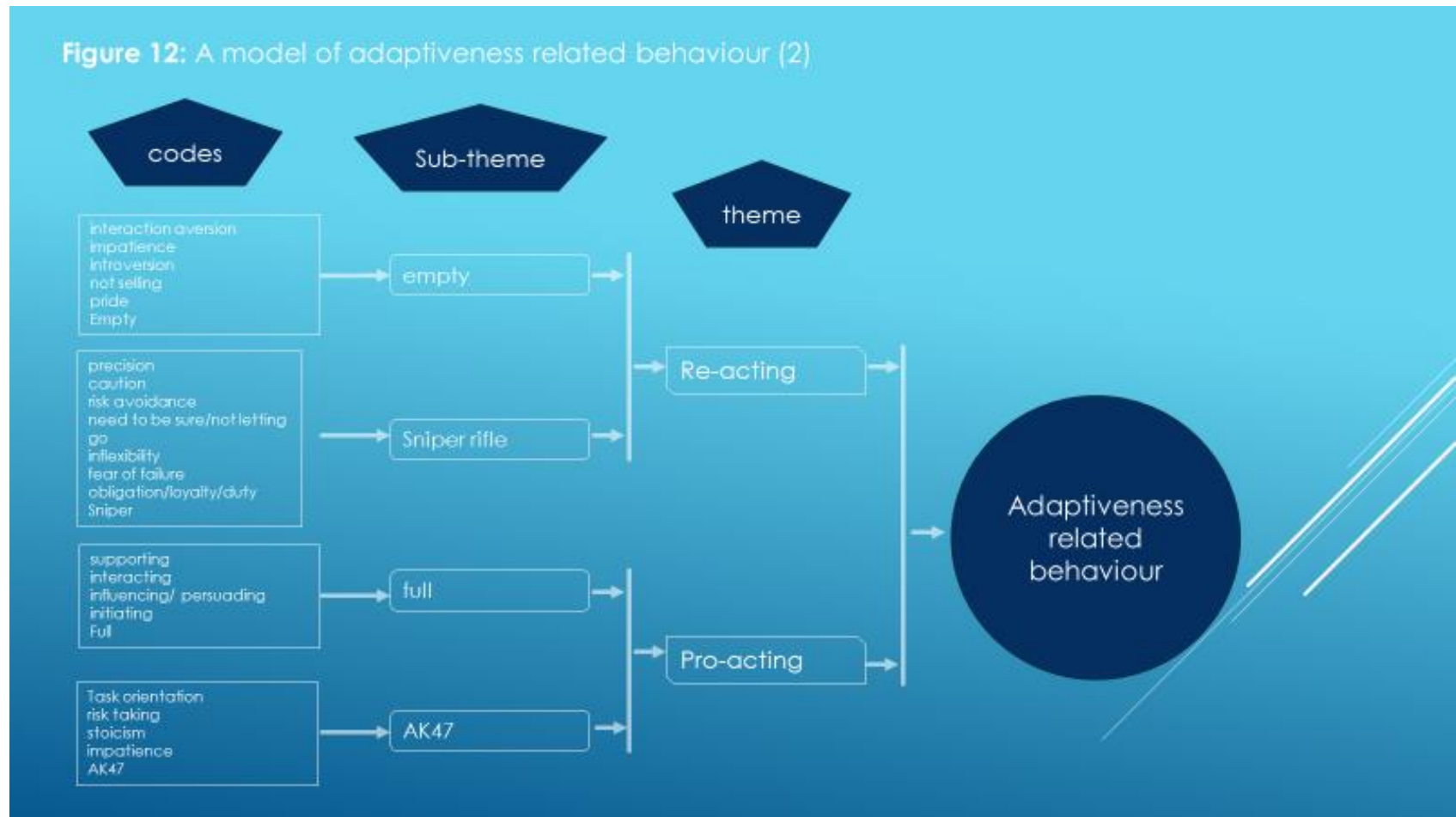
The immunity maps evinced twenty-four codes that at face value appeared to be more evenly distributed than was the case with the facilitation process code profile. This does not mean much since the codes were derived from all parts of the development of the immunity maps in a process that is designed to encourage the usage of diverse perspectives and behaviours (refer to Appendices 14 to 18 for the codes as identified in the respective columns of the extended immunity maps).

The most frequent were the codes relating to task orientation and pessimism outlooks (glass is half empty) (see Figure 11 below). Near equally prevalent were sniper (meticulous and deliberate action anchored in caution and precision) and pride (delight and fulfilment in what one does and its outcomes). At a lesser level was fear of failure.



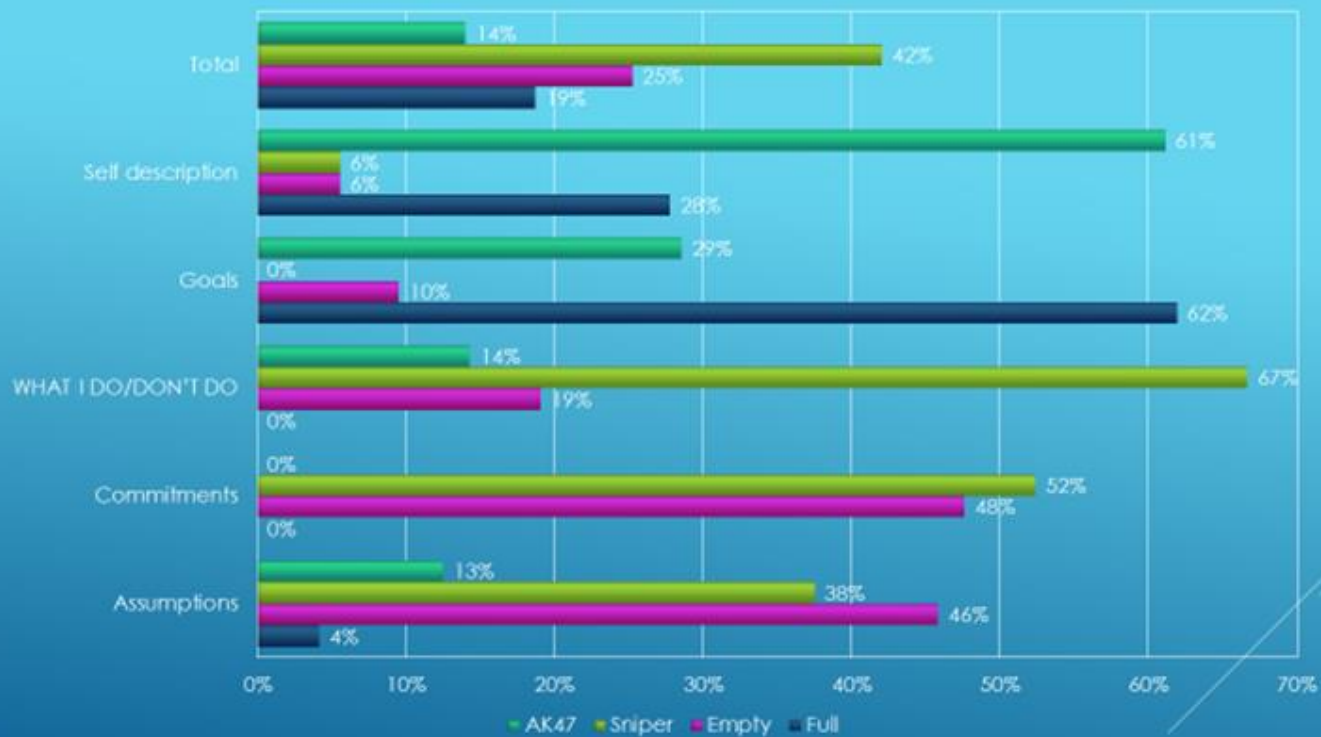
Fairly prominent also were risk taking and influencing/persuading codes, which do not necessarily cluster with the already cited codes. As was the case with the facilitation process codes, I found that the immunity map codes aggregated into four sub-themes and two themes (see Figure 12 below and refer to appendices 14 to 18), which was suggestive ultimately of the adaptiveness behaviour that could be expected from the individuals.

Figure 12: A model of adaptiveness related behaviour (2)



Meaningful findings emerged from examining the codes, the sub-themes and themes with respect to each column of the immunity map as I present below. Polarity or imbalance was evident within each of the immunity map columns (see the Figure 13 below). Put differently, and as I will elaborate on below, bifurcation was demonstrated.

Figure 13: Perspective and approaches indicated in the immunity maps



In the self-descriptions, participants articulated that they were largely action oriented and somewhat optimistic whilst exhibiting small but evenly pessimistic and sniper inclinations. The self-descriptions, evinced task orientation (versus people orientation) with express statements such as:

- '... I am not good with emotional matters and am better at dealing with logical problems...'
- '... I ... don't debate a lot but make things happened ...'
- '... I am a very focused individual. I am a straight arrow...'
- '... I focus on my work and avoid personal relationships at work...' and,
- '... I am impatient ... '.

Participant aspirations, as shown by the goal statements, affirmed that participants recognised the blind spots occasioned by their dominant perspectives and behaviours. The goal statements were largely negative mirrors of the respective participant self-descriptions and centred around codes relating to the optimism (people orientation) theme fuelled by supporting others, influencing and interacting codes. Within the supporting others code were professions such as I aim

- - ' ... to improve my profile and grow as a leader - understanding of individual ... ',
- - ' ... to be more patient, offer advice, support and demonstrate active kindness ... I shall facilitate teamwork and supportive work relationships, engage active listening, demonstrate empathy, and be diplomatic and tactful as a service provider and a leader... ',
- - ' ... to improve my listening skills ... to develop others by enhancing my patience and listening skills ...' and,
- - ' ... to be more tolerant when they do not measure up to standard. To be calmer and not lose my cool. To hear subordinates out ... '.

Evident in the influencing code were declarations such as:

- - ' ... to initiate and persuade more ... understanding of individual behaviour ... persuade on matters that I believe in ... I aim to skillfully engage, sway and guide others toward intended results ...',
- - ' ... to enhance my capabilities in spontaneously interacting with, persuading and influencing others ... 'and,
- - ' ... to amicably achieve mutually agreed results with others and in a consistent and good-natured manner. ... facilitate teamwork and supportive work relationships, engage active listening, demonstrate empathy, and be diplomatic and tactful as a service provider and a leader ... '.

In the interacting code, aspirational statements were evident, including desires

- - ' ... to be more interactive ...', and
- - ' ... to engage much with good people ... make sure I have an input in each discussion ... to be a hands-on coach ... be more sociable and consciously display warmth, understanding and compassion in my dealings with others ... to increase my social presence or network ... I will work with and get results through others ... '.

The pessimism (task orientation) was also evident but to a lesser extent. This largely featured the risk-taking code with declarations such as I want

- - ' ... to get things going and to enable organisational change ... to be more venturing and accept that which I cannot control ...',

- · ' ... to be more spontaneous and to adapt my plan to circumstances as they arise ...' and, ' ... to be more expeditious and grab opportunities as they arise ...'.

A sizeable degree of optimism was evident in the goal statement and to a lesser extent in the self-description. It was non-existent in the what I do/don't do and commitments columns and, was significantly lower in the assumptions' column. Conversely, pessimism (glass is half empty) and sniper (cautious) action were prominent in the what I do/don't do column and was also significant in the commitments' column. Although at a smaller scale, also remained significant in the assumptions' column compared to the self-descriptions and goal statements. The 'what I do/don't do' column featured the broadest range of codes (15) and most vividly present were those relating to caution and risk aversion. Examples include:

- · 'I avoid presentations to a group of people that are more senior to me ... 1 Internally my adrenaline just boils over, and I avoid conflict with those that I believe they are unhelpful. 2. I generally anticipate adverse feedback before I even start a presentation to senior management ... ',
- · 'I tend to seek a lot of confirmatory data before making a decision',
- · ' ... When I don't know I don't make a move ... I will not shoot from the hip; I want to be sure always ... I check and double check and trust my own judgment the most ... I worry about the quality of work that I assign to others or delegate' and,
- · 'I may end up doing the work myself to meet timelines'.

Venturing attitudes and actions were subdued. The relatively less frequent AK-47 action that was evident in what I do/don't do was non-existent in the commitments. Commitments were apparent in three discernible codes. Firstly, in this regard, the fear of failure code evinced expressions such as:

- · ' ... I don't want to make a fool of myself ...',
- · ' ... I don't want to be wrong or to fail ...',
- · ' ... I trust myself the most ...' and,
- · ' ... Engaging unstructured action worries me ...'.

Secondly, there were utterances relating to pride including

- · ' ... The quality of my work is my distinction ...',
- · ' .... to be right first time makes me credible with others ...',

- - 'To prove a point to those who may doubt my competency ...' and,
- - 'The leadership and the work environment have to have requisite decorum'.

Thirdly and finally, commitments were related to obligation, as evinced in pronouncements such as:

- - 'We get paid to work ...', and
- - 'I don't want to be wrong or to fail ...'.

AK-47 action was also relatively under-represented but was more clearly evident in the assumptions compared to its prominence in the self-descriptions and goals. It was clearly overshadowed by sniper rifle testimony. Assumptions, as exhibited in the four codes, prominently displayed pessimism (glass is half empty) and re-acting themes, whereas optimism (glass is half full) and pro-acting themes were subdued. Statements corroborating 'hostile-world' outlooks include:

- - ' ... People can let you down badly.',
- - ' ...There may be no second chance to recover from failure ... ',
- - 'Mistakes will be judged harshly by the powers that be ...',
- - ' ... I tend to view the world as a hostile place that requires vigilance for survival ...',
- - ' ...Those who don't move get run over ...', and,
- - ' ... If you do not deal with incompetency you will be dealt with yourself ...'.

As suggested in the Figure 14 below, whereas pro-acting may have been evident in the self-description and goals, re-acting predominated in what I do/don't do, in commitments and in the assumptions.

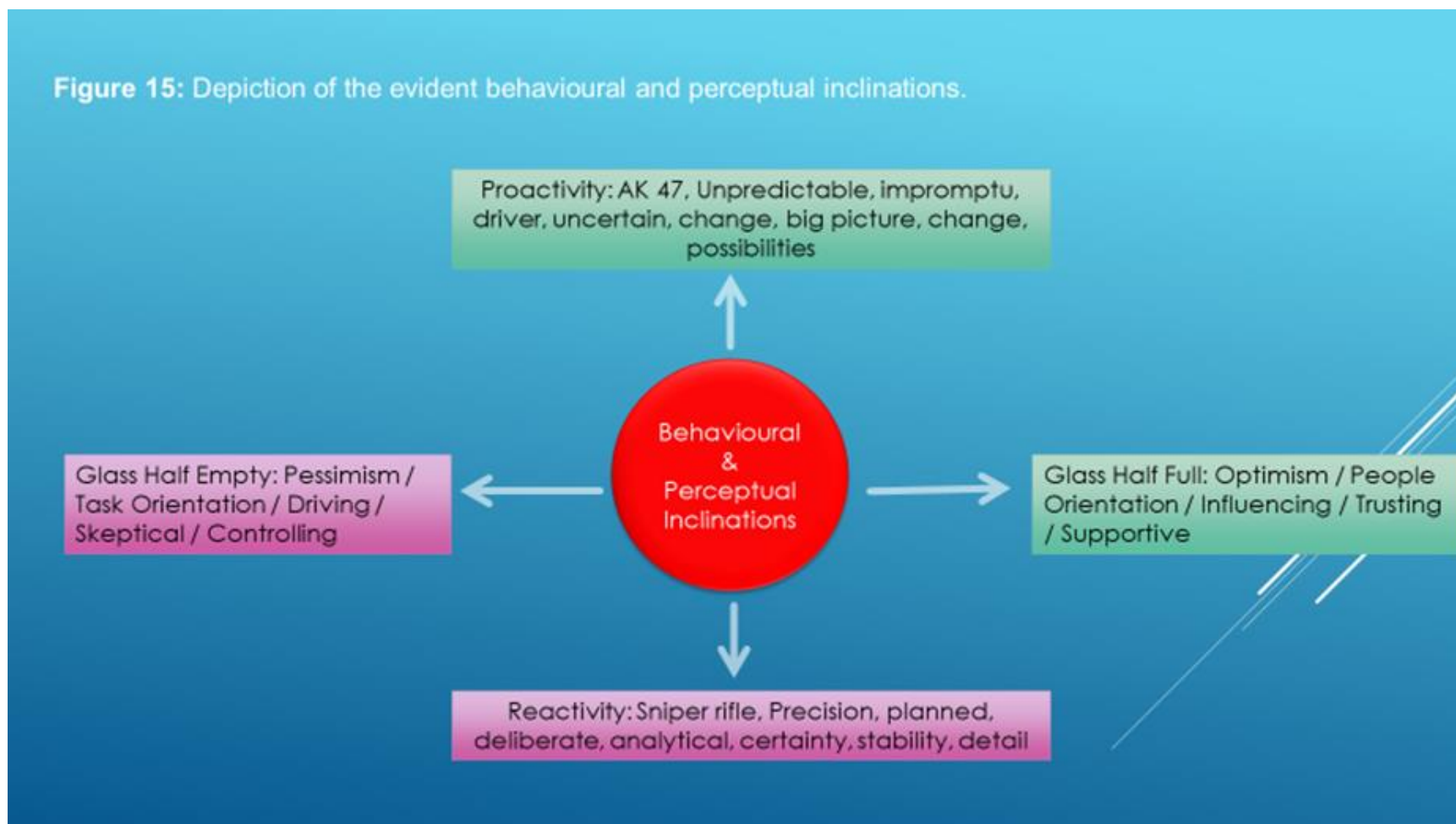


Figure 14: Most likely change approaches



It was apparent that participants had pertinent self-awareness, or at the least were prepared to describe themselves in an informed manner. Whereas they expressed aspirations towards being pro-actively assertive, they concurrently exhibited predominantly re-active inclinations in their negating commitments and assumptions, as corroborated by their acknowledged behavioural tendencies. In essence, the re-acting theme was founded on 'glass is half empty' outlooks and sniper rifle approaches. The pro-acting theme was founded on 'glass is half full' and AK-47 rifle approaches (optimism and spontaneous action orientation). As was the case in the facilitation process, the re-acting theme was endemic. The pro-acting theme, whilst appearing, featured less prominently. Refer to Figure 15 below for a summary depiction of the behavioural and perceptual inclinations.

Figure 15: Depiction of the evident behavioural and perceptual inclinations.



The dominant outlook was pessimistic ('glass is half empty') and was driven by codes featuring fear of failure, obligation and pride which in turn was suggestive of task orientation instead of people orientation. Pessimism appeared to be driving task orientation (instead of people orientation), which in turn were promoting conservation or maintenance behavioural inclinations. The prevalent commitment related to security, accuracy/precision and duty/obligation (premeditation driven sniper rifle approach) in face of a world assumed to be hostile. Sniper rifle approaches and undertakings were prominent (particularly in what I do/don't do that does not help) and were fuelled by 'glass is half empty' commitments and assumptions. The dominant behavioural tendency was conformance to norms and respect for convention. There was in this way a dedication to maintaining the status quo.

The high AK-47 outlooks and intentions evinced in the self-description and goals are overshadowed by high 'sniper rifle' approaches exhibited in the formulated goals and accounts in 'what I do/don't do'. The equivocation most likely will result in lack of change in practice behaviour or put differently, will occasion being stuck in the existing conservation behavioural patterns. Pro-acting does not feature as much in assumptions and commitments, suggesting that the participants were inclined to adopt 'wait and see' approaches and would tend to be more inclined to defend but and slow

to attack. One surmises that the participants aspired to pro-act but were held back by prominent re-acting (premeditated action inclination) commitments and assumptions.

### e) Summary findings in relation to the purpose of the study

As a team, the implicit predominate rationale behind the participants' leadership practice was preservation and re-acting. They were disinclined towards spontaneous and immediate response acting. They appeared to derive comfort and/or satisfaction in the assumed and/or actual benefits associated with the status quo. Their non-interventive (laxity) reactions, I surmise, was how they displayed their being stuck. They chose to concentrate instead on other ongoing work and/or life realities and to focus on what was, rather than on changing aspirations and on what could have been with respect to their perspectives and behavioural tendencies.

With respect to the first purpose of the study, 'To positively impact the Optimus Botswana organisational effectiveness situation as regards leadership', I cannot say with any confidence how much of an effect, if any, the facilitation had, since it did not go the full course as planned. With respect to the second purpose of the study, 'To expand the perspective and behavioural repertoire of participating managers towards more responsiveness', the facilitation had the effect of unsettling participants' commitments and assumptions relating to their leadership practice, and they expressed increased awareness of the need for them to court opposite outlooks from what they were accustomed to, or inclined towards, and to engage in equally dissimilar behaviours. They understood why they may not have been able to attain such change (i.e. they appreciated the ideal of immunity to change).

With respect to the third purpose of the study, 'To explore the feasibility, efficacy and merits of adaptiveness and intrapersonal change, in particular in leadership development', the condition of being stuck was confirmed as a possible confounding factor in leadership development. This has a fundamental implication with respect to leadership development practice targeted at outlooks and behavioural transformations (adaptiveness related). With respect to the fourth and final purpose of the study, 'To explore what is happening during the facilitation and offer direction for leadership training and development further inquiry', the facilitation affirmed the merits of venturing into intrapersonal change in leadership development. The presumption is that being stuck is changeable.

In pulling together insights from the findings, I will in the remaining sections of this chapter examine what the data was saying. In particular, I will explore whether the study would enable contextual decision making and also what the possible impacts of the facilitation were.



## 5. CHAPTER: DISCUSSION.

### a) Point of departure: Findings

#### i. Overview of outcomes.

I was the instrument of my inquiry and in this thesis is an account of the facilitation process I undertook and my interpretations of what transpired (Humphries, 2005). It a socially constructed account (Bedeian, 2004), an accommodation between what I could have said and what was acceptable in the context of the DBA. This is a story about managers' apparent intrapersonal conflicts and struggles relating to pressures to maintain the status quo on the one hand, and the need for adaptability on the other hand. It emerged from an inward looking and immersed process with me as the main character reflecting on the facilitation and my findings (Hatch, 1996). The data I generated were images that revealed nuanced impressions (Alvesson & Karreman, 2000; Marshall, 2016) of how the participants and me experienced the unfolding leadership development journey. The text enabled inference of broader and durable values, beliefs and sensing and meaning making frameworks that the participants and me deployed. The generated micro and meso-level coding and thematic analysis of the facilitation and immunity map texts provided primary empirical material for large-scale orders (underlying factors) to be inferred and studied (Alvesson & Karreman, 2000). It revealed our construed senses of self that we brought to our leadership practice, our particular form of subjectivity. The story has potentially useful insights for practitioners and researchers on leadership, in particular with respect to how to grow effective leaders. It is an account of a journey of exploration into intrapersonal change from a facilitation that aimed at unsettling mindsets and reformulating founding behavioural premises towards a redirected and more effective leadership practice. The participants prioritised ongoing work rather than change related activities and exhibited an inclination towards being custodian leaders. They appeared to prefer observing and examining roles instead of engaging in self transformation activities. They expressed behavioural change goals and aspirations that were not accompanied by active willingness to engage behaviours aimed at changing the way that they had tended to always do things. The negative anchoring appeared to arise from negative emotional reactions that they experienced when confronting their commitments and big time assumptions particularly as they crafted their immunity maps. In essence, what was not evident (missing from the gathered behavioural evidence) from the data was the most revealing aspect of the findings.

#### ii. Facilitation process thematic appreciation.

The data from the facilitation process thematic appreciation comprised of instances of human behaviour that I was able to model into a two pronged structure where nurturing and relationship building behaviours and conserving and controlling behaviours aggregated to re-acting adaptiveness-related behaviours. In a second behavioural theme, motivating and persuading behaviours and marshalling and asserting behaviours constituted pro-acting adaptiveness-related conduct. Conserving behaviours were most evident which was suggestive of the prominence of re-active performance instead of pro-action behaviours namely motivating and persuading and marshalling and asserting. The results were suggestive of low adaptiveness or low pro-action (low risk taking and poor persuasion) in the participants. Premeditation and re-acting behaviour were prominent and appeared to be linked to or driven by conserving and controlling preoccupations. There was much lesser demonstrated influencing and persuading behaviour. Participants were during the duration of the facilitation more inclined towards operating thinking rather than strategic thinking and action. They prioritised current work challenges compared to their goals to change. My behavioural profile was largely similar to that of the participants particularly with respect to the prominent civility, precision and correctness related behaviours. Basically, conserving and controlling (concrete and here-and-now related) behaviours were more prominent than venturing and future related engagements (i.e. openness to possibilities). Whilst I displayed more nurturing behaviour as required of me as a facilitator, that was accompanied by a conserving and controlling and a careful and pre-meditated acting approach. I prioritised matters of respect, compliance and accuracy and engaged the facilitation process in a re-acting, deliberate (versus spontaneous) and non-venturing manner. Within the overriding collaborative facilitation approach that I adopted, I followed the participants' lead, respected their wishes and did not push issues. The fact that the facilitation stopped prematurely can partly be explained by my non-sufficient and or non-effective persuading and motivating behaviours.

### iii. Immunity maps thematic appreciation

Structuring of the data enabled population of a behavioural framework related to action orientation (passive vs reactive) and outlook to reality (optimistic vs pessimistic). As with the model developed around the data from the facilitation process these pointed towards possible adaptiveness behaviour. Polarity in outlook (bifurcation) and imbalanced behavioural inclination were similarly displayed in the thematic appreciation results of the generated immunity maps. Examples include behaviours that clustered around optimism versus pessimism and task orientation versus people orientation. The immunity maps most prominently evinced task orientation and pessimism outlooks accompanied by meticulous and deliberate action anchored in caution and precision and some fear of failure. Individuals accepted that there were undesirable or non-effective biases in their outlooks and approaches (e.g. '... I am not good with emotional matters and am better at dealing with logical problems...'). The expressed behavioural change goals were largely negative mirrors of the respective participant self-descriptions. For instance, individuals on the one hand made assumption statements like '...There may be no second chance to recover from failure ...', '... the world is a hostile

place that requires vigilance for survival ...', that possibly explain way they were non venturing in their participation behaviour. On the other hand, the goal statements revealed an awareness of the limitations of such outlooks hence expressed aspirations such as wanting ' ... to be more spontaneous and to adapt my plan to circumstances as they arise ...' and, ' ... to be more expeditious and grab opportunities as they arise ...'. As a way of countering pessimistic and re-active outlooks, participants articulated optimism inclined goal statements like I want ' ... to get things going and to enable organisational change ... to be more venturing and accept that which I cannot control ...'. To moderate apparent overbearing inclinations towards task issues, individuals stated goal statements such as I want '... to be more tolerant (of subordinates) when they do not measure up to standard. To be calmer and not lose my cool. To hear subordinates out ... ', and ' ... to be more interactive ...'. Participant recognised the blind spots occasioned by their dominant perspectives and behaviours. They presumably had entered the stage of conscious immunity and expressed the wish to diversify the ways in which they led. The premature termination of the facilitation was arguably an illustration of individuals getting stuck in current and acknowledged dysfunctional behaviour despite expressing intentions to change. The change goals( i.e. the transformation accelerators were on) were expressed whilst the brakes (militating commitments and assumptions) were engaged. Unless the brakes are disengaged, transformation is unlikely to occur.

#### iv. Summary findings in relation to the purpose of the study

Despite articulating transformational goal statements, participants made recurrent assertions and/or gave excuses that consciously prolonged current overarching beliefs, perspectives and, ultimately, existing behavioural patterns (leadership practice). Leadership development practice arguably must target at outlooks and behavioural transformations (adaptiveness related) in order to be potent. In other words, it is necessary to focus on intrapersonal change at both emotional and cognitive levels to gain traction in instilling innovation and different behavioural patterns.

#### b) Interpretations: what do the results mean?

##### i. My planned facilitation and research purposes were:

- To positively influence the organisational effectiveness situation of Optimus Botswana as regards leadership.
- To expand the perspective and behavioural repertoire of participating managers towards more responsiveness.

- To explore the feasibility, efficacy and merits of adaptiveness and intrapersonal change, in particular in leadership development.
- To explore what happens during the facilitation and offer direction for further inquiry into leadership training and development.

When I refocused the study to a first person inquiry into my own personal and professional development as a management consulting practitioner, my intention was to improve the effectiveness of my practice. Coming from a psychometric tradition that privileges objectivity, detachment, reliability and validity: fundamentally CONTROL and precision have been the anchor of my practice. Personal experiences throughout the facilitation and the findings led me to question the efficacy of the idea of the rational mind (and the related control and objectivity) in explaining and managing human behaviour. My desktop appreciation of the context of the study suggested that those in top management organisational roles have to embrace uncertainty and not get too constrained by a drive to control. Instead they should seek to influence the change processes by engaging responsive leadership agency.

## ii. The results suggest that:

failure of transformational efforts is most likely not about missed rungs or elements within the normative change steps but about inability to breach conditions of being stuck. Adaptive (complex, unanticipated and evolving) organisational challenges call for facilitating individual and group level discovery and re-learning (Heifetz & Linsky, 2003; Heifetz, Grashow & Linsky, 2009). Linear approaches can be expected to be of limited potency in such conditions. People tend not to engage responsive practices (Kegan, 1982; Kegan & Lahey, 2009; Reams, 2009) and are inclined to adhere to their unique privileged perceptual and behavioural patterns.

There hence is an evident case for intrapersonal change oriented development approaches as these attends to the less prioritised adaptive aspects of transformation. People need liberation from intrapersonal encumbrances in order to operate optimally (Tsoukas & Chia, 2002; Heifetz & Linsky, 2003; Heifetz, et al., 2009; Kegan & Lahey, 2009; Maier, 2015). Given limitations in human biology and misrepresentations in consciousness, leaders need help to be more effective (Kegan, 1982; Csikszentmihalyi, 1993; Nicholson, 2005; Kegan & Lahey, 2009).

Of interest in hierarchical organisations such as Optimus, the genetically hardwired cognitive bias in leadership towards dominating and exploiting others (Vugt & Ronay, 2014) call it assertiveness or more correctly, aggressiveness. Another non adaptive hardwiring is that change triggers reflexive error messages and instinctive fear and anger responses, that undermine intellection (Rock & Schwartz, 2007).



There are however change inclined inclinations that we inherit genetically for species survival (Benkler, 2011; Lawrence & Pirson, 2015). Having said that, I argue that it is important to have an appreciation of any if at all there are some upstream factors to leadership and change preparedness that may be imposed by biological factors such that these can be harnessed or worked around. They are likely to have contributed to the behaviour of participants to this study including my own.

Socialisation fosters static perceptual templates that impair human consciousness and result in autopilot perceptual routines (Kegan, 1982; Kegan & Lahey, 2009). Complexity and dynamic realities call instead for deep and thorough consciousness, intentional choices in sensing and meaning making and related behavioural adaptiveness (Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993; Dweck, 2014; McGonigal, 2015; Yeganeh & Good, 2016). Over-utilisation of multiple conceptual screens and personal filters reduce direct experience of reality and lead to more automatic and less flexible responses (Baron, 2016). The big assumptions founding those templates must be surfaced to allow enhance perceptual breadth and sophistication of awareness and as a consequence more impactful responses (Bowe et al., 2003; Baron, 2016). Individual development as such should focus on fortifying or undermining targeted existing behavioural inclinations (Mason et al., 2014). In other words, leadership value can be unlocked through intrapersonal change.

Leaders need diversity in cognition and action modes in order for them to guide organisations competently through complex environments and conditions of endemic uncertainty. An investment in diversifying and engaging new forms of consciousness should be a fruitful leadership development approach. There is need for intrapersonal change in cognisance of these biological and socialisation factors in seeking adaptive transformation. Social systems consist of power, political and ethical realities that tend to be de-emphasised in leadership discourse (Checkland & Poulter, 2010).

Businesses are capricious beings that are made up of diverse and dynamic strategies, interactions and structures (Uhl-Bien et al, 2007; Osborn & Hunt, 2007; Stacey, 2011; Caffrey, Wolfe, & McKeivitt, 2016). Formulation of organisational problems needs to capture stakeholder diversity interests and viewpoints and the non-linearity and irregularity of dynamic behaviour (Willmott, 1993; Guest, 1992). Leadership and transformation have to be dialogical and relationships based (Dooley, 1997; Anderson, 1999; Uhl-Bien et al. 2007; Osborn & Hunt, 2007; Stacey, 2011). Thus, CAS approaches will encourage flexibility and adaptability and embrace uncertainty and paradoxes; and will guide rather than control change (Stacey, 2011). Conceptualising organisations as CASs is a promising path to understanding organisational and change generation realities.

Cognitive and behavioural complexities are required leadership attributes for navigating contemporary social realities (Anderson, 1999; Cuncliffe, 2004; Liang, 2007). Complex environments call for deployment of diverse mental structures and abstraction to perceive nuances and subtle differences in unfolding challenges (Kegan, 1982; Jaques, 1986; Stamp & Isaacs, 1990). Instinctive usage of cognitive and behavioural templates will impair adaptiveness and effectiveness (e.g. Hammon et al., 1998; Drummond, 2001; Chugh & Bazerman, 2007; Bazerman & Moore, 2008). That however can be mitigated by reflexive activities (including double loop and triple loop learning e.g. Weick, 2002; Hibbert, Coupland & MacIntosh, 2010).

## 6. CHAPTER: IMPLICATIONS AND RECOMMENDATIONS.

### a) Interrogating, broadening and cultivating my practice through requisite outlooks and approaches: the theoretical backdrop.

As I indicated in Chapter 1, the facilitation did not proceed as I had planned since participation gradually dwindled from a small uptake to zero. The data that I had generated by then was insufficient to make firm interpretations regarding Optimus leadership nor any resolute inferences thereof with respect to its organisational effectiveness. Sufficient data was nonetheless available to examine my own effectiveness and the way I conducted the facilitation. I refocused the study from the intended participatory research approach to a first-person inquiry into my professional development. Being an organisational consultant, I trade in the knowledge and insight creation space and in that practice, I am guided by certain overarching outlooks and overriding behavioural tendencies. The products and services that I offer organisations and individuals are meant to enable the clients to interface optimally with reality.

#### i. What could be limiting my practice.

When I examined my facilitation behavioural profile and my immunity map profile, I recognised how the overarching thoughts and approaches (paradigms and perspectives - Morgan, 1980) I held as a practitioner predisposed my practice towards particular aims and behaviours which evidently were evidently limiting my effectiveness. Unlike Burrell & Morgan (1979), I am now persuaded to think that conflicting perspectives can and should exist simultaneously and are not mutually exclusive. Paradigm incommensurability assumes we are aware of contradictions whereas such awareness apparently largely is not there, and in any case, critical reflection does not normally automatically occur. The limiting assumptions and networks thereof can be revealed at least in part such that more complex and or exhaustive approaches can be engaged.

I now appreciate how consulting practices guided solely by functionalist perspectives can promote domination and exploitation of some parties by others as it is premised on questionable assumptions of a value free science (Morgan, 1980). I am now aligned more towards interpretive world views that recognise the existence of multiple underlying realities. Such outlooks and related actions would tend to minimise alienation and subjugation of others caused by conscious and unconscious narrow (self-serving) outlooks and action modes.

The case in point is that psychometrics practice, which is a large part of my professional work, derives from positivist thinking. It is a social science based on presumed accurate measurement of psychological attributes including abilities,

behavioural propensities and the like, according to universal or generalisable propositions about human nature. Internal validity and reliability of measures dominate the judging of quality of psychometrics practice. Contextual quality of any test and its impacts are not granted much attention. Beyond statistical fitness, the social fitness and social consequences should be regarded as equally if not more important. I cannot be detached in my practice because I am involved. I come with a baggage both conscious and unconscious (including pre-understanding - Brannick & Coghlan, 2007). What I know or think I know determines what I see or think I see.

Taking this argument further, I appreciate that apart from exercising the technical expert and process facilitator roles, to broaden and cultivate my practice, I also need to accept and engage in the emancipator role to change organisations and systems for the betterment of society (Zuber-Skerritt, 2002). The latter entails facilitating freedom from confinements decreed by tradition, self-deception and coercion (Zuber-Skerritt, 2002). I am there to serve businesses and the society at large and not this or that stakeholder. In order to do that effectively, I require both rigour and relevance in my products and services. As I will explore in the next section, these two can effectively be pursued simultaneously without excluding one at the expense of the other. I aspire to have a rigorous and socially robust professional practice.

#### [ii. Towards a rigorous and socially robust professional practice.](#)

Socially robust industrial psychology practice has to be solution seeking and based on explicit theoretical models (Shrivastava, 1987; Anderson, Heriot, & Hodgkinson, 2001; Starkey, Hatchuel & Tempest, 2009). My psychometrics practice can be guided by validity consideration within the scope of pragmatism and beyond internal and matters such as statistical significance and must include external validity (Bradbury, 2008). I can work towards a scholarly and holistic practice that unifies what may initially appear to be conflicting approaches and interests. Bradbury (2008) pointed towards the need to engage stakeholders that take up the assignment into the broader system. A pragmatic science has both rigour and practical value (Anderson, Heriot, & Hodgkinson, 2001). As Starkey, Hatchuel & Tempest (2009) pointed out, detachment and objectivity in management science is a social construction whose legitimacy is unsustainable and is under challenge. The ideal is a collaborative and politically conscious pragmatic science that seeks to reduce the potential impacts of self-serving agenda and that will optimise social effects (Anderson, Heriot, & Hodgkinson, 2001). It is possible for me to seamlessly perform multiple functions and roles including being scientist, matchmaker, executive, designer and promoter (Bradbury, 2008). I became the principal beneficiary of this study and perhaps fortunately so since as a management consultant I have the opportunity to and am better prepared to enhance the practice of management practitioners in future given the lessons I have gained through this study.

Efficiency and effectiveness are granted more importance than moral aspects in leadership and research thereof (Clegg, 2002). The question is, efficiency or effectiveness for whom? Leadership researchers and consultants have to be aware of and openly disclose their affiliations or potential conflicts of interests that may influence the nature and outcomes of their engagements with organisations (Bell & Bryman, 2007). Just or even-handed research and management consultancy should be underpinned on legitimacy granted by the pertaining societal context. I have to be actively sensitive to power and privilege power distributions both inside and outside the organisation (Hinings & Greenwood, 2002) and how my practices contribute to or moderate them. Societal relevance of practice will arguable be fairer and more sustainable.

Accepting or assuming that social reality is constructed, seeking out alternative perspectives will enhance appreciation of reality (Corlett & Mavin, 2019). That would include seeking more balanced dialogue between me as psychologist and test takers aimed at improving the social robustness of my practices (Rigg, 2007 in Hill & Stewart, 2007; Bradbury, 2008; Ripamonti et al., 2016). The results from my psychometric practice in part come from my interpretations and as such these in turn as fair game for critical self-exploration (Ripamonti et al., 2016; Corlett & Mavin, 2019). Surfacing the underlying premises and making them available to critical reflection by stakeholders as and when suitable can change practice for sustained optimum impacts (Ripamonti et al., 2016; Corlett & Mavin, 2019). My sense of identity, outlooks and actions can be expected to enabled or inhibited novel approaches and insights in the face of uncertainty hence it is necessary for me to engage in self-monitoring and self-responding in the broader context of intervention process and granting those subject to my practice voice to object and redirect (Corlett & Mavin, 2019).

### iii. Collaborative instead of exclusive (from a high horse/pedestal/know it all position).

In my psychometric practice, I assume that my tools mirror reality and reveal germane variables and causal inter-relationships (positivism - Gephart, 2019). There is however a whole world of information to be derived from interpretive science entailing deciphering, convincingly reading the evidence from the concrete to illustrative abstracts and or conceptual models, as a participant to occurring behaviour in real organisational existence (Schutz, 1973, cited by Gephart, 2019; Su, 2019). These second order models provide practical meanings to researchers and practitioners that are verifiable and can likewise be falsified. The value is in its focusing on what parties mean (subjectively) as they act or behave unlike what a supposedly objective observer would ascribe (Gephart, 2019). Derived second order concepts retain members' meanings and are presented in a plain and intelligible format (Gephart, 2019).

There is value in engaging in the collaboration triad comprised of the manager(s), researcher(s) and consultant(s) focused on generating "win-win" results for all (Werr & Greiner, 2008). Each of the parties needs to appreciate their own strengths

and weakness and recognise, respect and utilise the others to create impactful synergy. As a consultant I have to moderate my need for control and to be more open to influence from managers and academics (Werr & Greiner, 2008).

My unique distinction and value as a DBA student is perhaps that I am a budding knowledge creation and transformation technician with boundary tools to manage the theory and practice divide and to bring science and business together (Tenkasi & Hay, 2008). Those tools include framing and defining the nature of issues, influencing and legitimising particular approaches and actions, facilitating mutual sense making, demonstrating impacts and viabilities, engaging re-framing moves and tools and enabling meaning making, and providing scaffolding for subsequent stages of influencing (Tenkasi & Hay, 2008; Werr & Greiner, 2008).

A reflexive and searching approach to existence (Marshall, 2016) is one way to live for me and leadership practitioners and consultants else who may so choose that can give us more potency as it moderates inevitable perceptual and behavioural constraints. Effective consulting arguably requires perpetual learning and being vulnerable and uncertain yet relishing being unlimited. There are contingent choices that can arise from imagination and exploration that can deepen and extend my practice instead of being unquestioningly sticking to the known and proven paths where that could be counterproductive (Marshall, 2016).

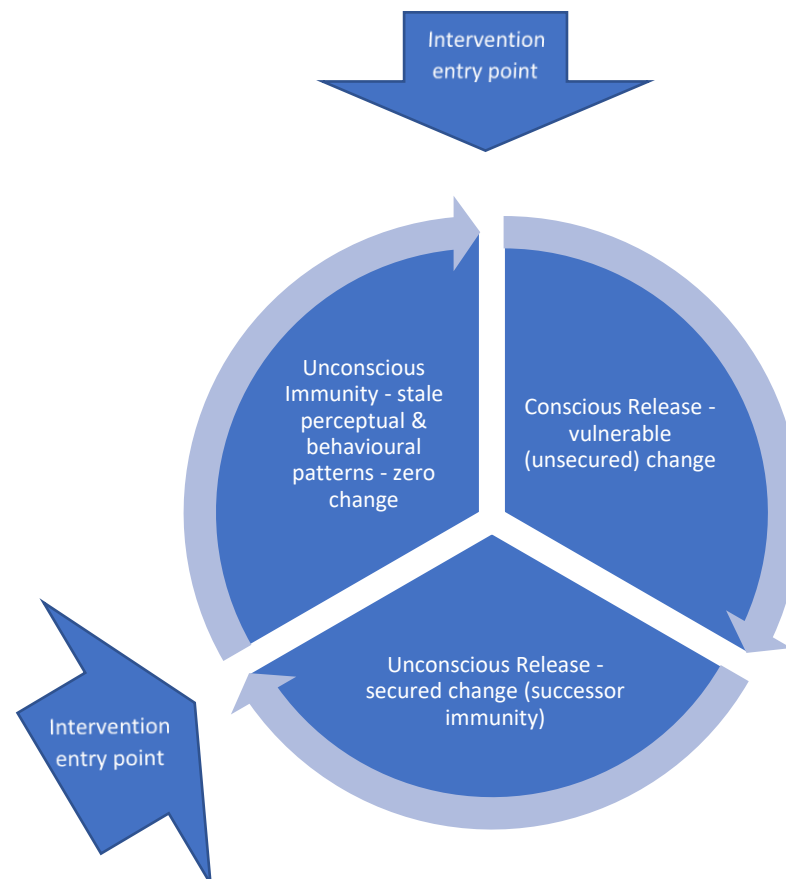
It is appropriate in this instance to be personal in how I articulate myself as this captures best how I felt about the study. Omitting that would render this disclosure less authentic and inferior in informativeness (Sinclair & Ladkin, 2019). Studying for DBA has been a humbling experience for me. I have for long enjoyed and been self-assured in the esteemed status of industrial psychologist. However, wariness hounded me most of the way during all the stages of this research and report writing. The uncertainty of action research made me vulnerable. I feared making a fool of myself and not getting the degree after having spent considerable amounts of time and funds that I struggled to afford. I was shattered when my data gathering process came to a grinding halt, and my prescribed time limit was ticking away. I had spent an inordinate time allowing participants to deal with work pressures at the expense of them engaging in the development and research process. I felt that as a DBA student I did not have power to disrupt established norms and prioritised finding and ensuring that I complied with the convention and University ethical research requirements. I feel that completing the studies has not brought me closure but has made me less wary of ambiguity and self-questioning. In a sense I think I have developed an attitude of confidence in self-doubt as one requirement for competently navigating uncertainty. Evaluations and critiques from my supervisors and examiners have been integral to the collaborative effort that enabled me to satisfactorily navigate this part of what arguably must be my never-ending learning journey.

## b) Significance of the findings.

### i. Possible impacts of the facilitation.

I surmise that the initial liberation process (call it the unfreezing) to move the participants from Level 3 to engage at Level 4 actually occurred. Judging from participants' comments after the development of the immunity maps, I most likely was able to move the participants in this regard from a state of unconscious immunity to a state of conscious immunity. That was so, perhaps, because the immunity maps, or 'X-rays', revealed to participants the underlying dynamics to their current leadership practice. The behavioural try-out stage could, as planned, have ushered participants into conscious release and, ultimately, a state of unconscious release when the new behavioural repertoire would become part of the individuals' automatic response system. I was able to start the repeating development cycle as depicted in Figure 15 below, but what is required for sustained impact is a sustainable drive in a continuous clockwise motion.

**Figure 15:** Repeating development cycle



The facilitation should have moved participants from Level 3 consciousness to Level 4 consciousness, and possibly even to level 5. consciousness (according to Kegan's, 1982 model of growth). Indications were that the participants were operating primarily at Level 3, i.e. the socialised mind (i.e. adolescence stage). They evidently had a clear sense of personal identity and saw themselves as obligated parties to the Optimus Botswana social grouping. The prominence of civility and harmony seeking in the codes, and conserving and controlling behaviours in the sub-themes, was indicative. Safety and control imperatives (re-acting) were dominant and participants preferred to be on terra firma (i.e. they concerned themselves with here-and-now business realities like ongoing production targets and commitments associated with ongoing work demands). The 'Optimus way' and the cultural way were evident. Honouring these possibly constituted part of the brakes to change.

The participants' self-descriptions and articulated goals contained Level 4 (modernism) awareness featured self-authoring intent and acceptance of the need to change or develop but that was not acted upon. There was a recognition of the need to act, but an inability to engage peripheral awareness or perception. Participants maintained their privileged perceptual lenses and, in this way, displayed an overriding Level 3 tunnel vision. This opting-out illustrated an instance of stunted development arguably driven by identity related self-protective mechanisms and cultural affiliation pressures (Kegan, 1982; Yeganeh & Good, 2016; Baron, 2016; Jiang, 2016). To that extent, the managers' responsiveness may have been encumbered by the exclusive mindsets (Maier, 2015). It can be said that the leaders required more diversity in their cognitive and behavioural modes in order for them to navigate their environment more competently.

Level 5 consciousness (post-modernism), was not behaviourally demonstrated at any stage. It was not unrealistic to expect some demonstration of such capacity since all participants were around their midlife and theoretically would have been able to reflect on their own ideologies as an object and not be purely subject to them. Level 4 consciousness was not clearly exhibited but could have been present in participants but not displayed due to the demands of the organisational culture to abide with the 'Optimus way'. Nevertheless, self-authoring could have been demanded, and possibly demonstrated more, had participants engaged in behavioural try-outs, an opportunity that they opted not to take up.

The displayed leadership inclinations were most likely not sufficiently adaptive, since they were neither spacious nor non-prescriptive enough to support the growth of new values (Heifetz, 1998; Uhl-Bien & Marion, 2009). They were more inclined towards supporting administrative systems (Uhl-Bien & Arena, 2014), possibly at the expense of entrepreneurial systems, and lacked the meta-cognitive capacity to unite the two poles. The change dashboard



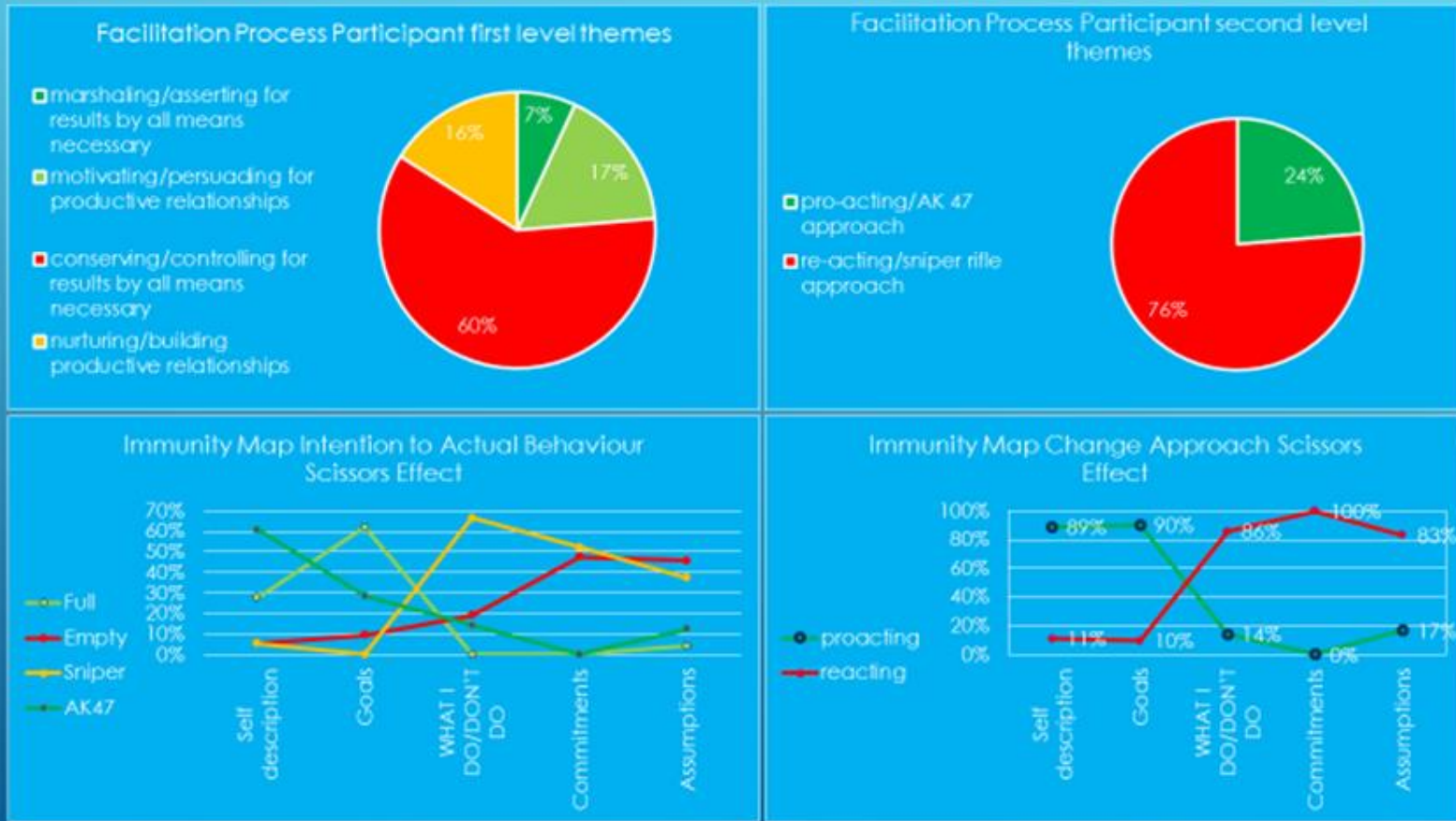
depicts possible existence of the reported pre-eminence of the pursuit of control in leadership practice (Raelin, 2003; Lynn Jr. & Robichau, 2013) and suggests a possible mismatch between leadership dispensation and what were the currently unfolding organisational realities.

## ii. The findings enable contextual decision making.

The results of this study point towards answers to germane questions including the following: How are our managers viewing their realities and positioning themselves; How are they engaging with the complex and competitive challenges; Are they adapting responsively and; Is the refocusing and reconfiguring of these viable? Such are pertinent questions for leadership in the context of Botswana and southern Africa (that happen to be regions that are sub-optimally performing with respect to global competitiveness) as they can result in targeting of existing transformation gaps.

Unfamiliar or unanticipated contexts require deep and wide consciousness for requisite sensing and meaning making (versus blinkered or template based consciousness). The change dashboard in Figure 16 below represents displays of what could be narrow and superficial participant outlooks and behavioural patterns over the year of the facilitation and the developed immunity maps. The inertia or stagnation that was evident throughout the year of facilitation was apparent in the developed immunity maps. Such an approach, if it were so, would create limited changes in their workspaces.

Figure 16: Change approach dashboard



Participants' self-assessments and aspirations were inclined towards innovation and venturing behaviour but then a negating scissors effect occurred as illustrated in the line graphs at the bottom half of the dashboard. The optimism and pro-action that was exhibited in the self-descriptions and goals was overshadowed by pessimism and cautious approaches evident in existing practice (what I do/don't do) and associated commitments and funding assumptions. Arguably, cognitive and behavioural transformation was thereby blocked. The existing practice, commitments and overshadowing assumptions were grounded in caution and conserving practice, and both promoted maintenance of the status quo. Conserving and controlling themes were most pronounced, suggestive of the prevalence of re-acting and sniper rifle approaches in the participants' leadership practices.

The participants accepted that they were more inclined to be sniper rifle management practitioners and set transformational goals with the intention to deploy AK-47 behavioural approaches (minimalist analysis and more spontaneity), but the inertia of current practice, their commitment and dominant fears anchored them to their existing ways of doing things (i.e. converse to their change goals). In deploying a re-acting (caution and conserving dominated practice), participants were arguably using an inappropriate or less potent means for innovative engagement of the changing and complex environmental challenges. The leadership practice was likely to be less

effectiveness. The Optimus Human Resources Director accepted that the lack of intrapersonal change could partly explain why the company may have been getting no demonstrable return of leadership development investment. She committed to explore this insight further.

The key lesson from the findings is that intrapersonal change is likely to be central to potent leadership development. Leadership development should address manifesting cul-de-sacs in the form of individual mindsets or cognitive templates for interpreting and engaging reality. Behavioural change processes, arguably, should extend beyond the dominant linear and planned change approaches reliant on theorising such as that of Levin (1947) and Kotter (1995). Static interpretive schemes become obsolete and require the injection of new interpretive frameworks and ongoing reconfiguration and updating (Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993).

Leadership development delegates have to question and often discard their existing identity and sense and meaning making routines (Kegan, 1982; Csikszentmihalyi, 1993; Kegan & Lahey, 2009). As was the case with the current study, they may have to counter bifurcation or Stalinesque faulty consciousness (Christie & Barresi, 2002) i.e. the cognition flaw where the other half is never seen.

Leadership development should target developing self-transforming minds in managers such that their mindsets and identities continuously mutate into new and more complex orders of consciousness beyond current identity (post modernism or level 5 according to Kegan, 1982 and; Kegan & Lahey, 2009). Such minds would produce higher-order thoughts through overt reflection and introspection regarding one's unconscious mental states (Kegan & Lahey, 2009; Rosenthal, 2012; Van Gulick, 2013; Gennaro, 2015). Adaptability arguably requires retention of all available options at the onset of decision making and choosing what is required in response to facts at the point of action.

I have believed that the brain is the executive human function. Buddhist psychology conceives of the mind as more than the cognitive and consciousness and knowledge is deemed to derive from all senses hence it is both cognitive and somatic (Rigg, 2018). My simplification is material and limiting since managerial leadership clearly is performed using the physical body and its manifesting somatic indications and therefore cannot be separated from leadership practice (Sinclair, 2007, 2011, cited by Rigg, 2018). Somatic leaning through mindfulness meditation contributes to critical reflection by focusing on the physical body and revealing and the knowledge within it. Such focus (inward arc of attention) makes somatic knowledge available to the cognitive aspects of the mind and in that way extends the outward arcs of attention (Marshall, 2001 cited by Rigg, 2018).

The study's results do not sufficiently serve the intended purposes of improving leadership practice at Optimus Botswana, although they do point towards pertinent premises for future development of leadership practice and knowledge generation with respect to the same. The data was however sufficient to examine my own effectiveness and the way I conducted the facilitation. As an organisational consultant, I trade in the knowledge and insight creation space and in that practice, I am guided by certain overarching outlooks and overriding behavioural tendencies.

A story developed from when I knew I had to do the DBA thesis through the various stages of the research itself and thesis submission culminating in the viva examination. It was guided by the intentions and insights I garnered at any point, but the data remained the source of the premises for the inferences and conjecture I arrived at. It is a construed reality, a story that can be said differently should one adopt a fresh approach (Marshall, 2016). This version arose from my own iterative and integrated searches and representations at the conclusion of my DBA studies.

This study has been a worthwhile personal development journey for me and is a firm base for redirecting my practice as a psychologist and organisational consultant. By default, I engaged in the less acknowledged first person action research and can vouch for its usefulness as a viable way of acquiring knowledge. Weick (2002) argued against autoethnography and in favour of getting on with finding out about others and their organisation. All things being equal, that is logical. It was not my plan, but in the real world sometimes you have to work with what you get. In this circumstance that was the best I could do, and I generated actionable knowledge.

- i. This first-person inquiry was a concurrent search for rigorous (impactful), relevant, collaborative engagement and reflexivity (Pasmore, Woodman, and Simmons 2008, cited by Coghlan, 2013; Cunliffe & Scaratti, 2017) where I ended up being the primary beneficiary.

I learnt in action about myself with and about others (Revans, 1971 cited by Coghlan, 2013). This was my personal journey in attaining understanding in use (action learning) as I sought to address improvement of a practical and dynamic situation (Coghlan, 2013). Knowledge contained in the conversations and participants' social constructions and personal experiences can be used to improve practice and contribute to professional knowledge. The findings are a documentation of my personal and collaborative experiences both subjective and action related through which I got critical insights and plausible and actionable conclusions (Petriglieri, Wood & Petriglieli, 2011; Coghlan, 2013). They are evaluative accounts about the participants' (including me) underlying change related leadership stances and founding assumptions thereby availing them to challenge, discussion and deconstruction (Finc-Lees, Mabey &

Liefooghe, 2005; Yeganeh & Good, 2016). The findings reveal perceptual and behavioural contradictions arising from the particular facilitation context (Rigg & Trehan, 2013).

First person research is not new but is less common in scholarly research. It is a legitimate part of the interpretive wide lens research approach. It contributes to the plugging of the void left by positivism and detached modes of inquiry. The scepticism it invites is a healthy response as an automatic moderator of potential researcher over confidence. I am an encumbered knowledge mobilisation vehicle. It was the most viable method though it was not the planned scheme. Whilst I drew lessons on the participants, the import of those insights was limited since they were my own inferences that were not co-determined. The method nonetheless was explicit and re-applicable and teachable. It would be of interest to practitioners who are interested in transforming their own practice. Learning from personal experiences and anecdotal testimony is a viable tool for leadership development as it raises awareness of and critic of deployed metaphors and assumptions such that they can be changed if recognised as inhibiting growth. Beyond acquisition of more skills and knowledge, transformational learning is also necessary to attend to the deep factors underlying thoughts and behavioural tendencies. First person inquiry is a functional channel for guiding and/or generating both personal intentionality and reflexivity towards more informed responses.

- ii. I got to question how the overarching thoughts and approaches (paradigms and perspectives - Morgan, 1980) I held as a practitioner predisposed my practice towards particular aims and behaviours which evidently were limiting my effectiveness. The products and services that I offer organisations and individuals are meant to enable the clients to interface optimally with reality. Two questions were recurrent in my reflections.

Plying positivist (third person inquiry) practice, what am I missing? How have I been misleading my stakeholders as a result of those gaps? Dominant as it may be, third person inquiry rejects first person and second person accounts of reality as subjective and not sufficiently empirical but then it reveals only 6% social sciences insight (Chandler & Torbert, 2003). That makes me more cautious and wary about the extent of truth from psychometric practice. Such a narrow lens is unlikely to be optimal in negotiating complexity and could be toxic particularly if twined with over confidence. An unmitigated reliance on the ontology of an objective social world to the exclusion of the subjective realities must be deemed to be an oversimplification that leads to impaired responsiveness (the Stalinesque effect - a misguided belief that what we have decreed does not exist does not exist).

Bifurcation equals partial consciousness/awareness. It can be expected to exclude nuanced insights and meanings. In a socially constructed world, truth and fiction are multidimensional and coexist. They need not be taken as

irreconcilably black or white but rather as two sides of the same coin. Exclusive adherence to particular stances such as preference or adherence to objective versus subjective epistemic stances or control/command versus freedom/release leadership approaches should be expected to be counterproductive in conditions of perennial uncertainty. Conflicting perspectives can and should exist simultaneously and are not mutually exclusive. Paradigm incommensurability (Burrell & Morgan, 1979) assumes that people are aware of contradictions whereas such awareness apparently may not exist and in any case, critical reflection does not automatically occur. The limiting assumptions and networks thereof can be purposefully be revealed such that more complex and or exhaustive approaches can then be engaged. In this study, my observation was that both the participants and me prioritised control and predictability in our behavioural inclinations, perhaps what we need to engage is dynamic control.

The term dynamic control may appear to be a contradiction in terms but that is precisely the point: contradictions are norm and harmonious in complex environments. Letting go of some outlooks, ideas, or particular approaches should portend adaptability, change and effectiveness. Leaders often will have to ride with the current, to guide the current, and sometimes need to be or find themselves being the force of the current. Conscious intentionality should be enhanced to complement programmed leadership responses. That in essence must include more inclusive outlooks rather than narrow and exclusive mindsets. In this way the limitations of bifurcation on any undesirable nature can be mitigated. Contradictions imply diversity and need not necessarily lead to negotiating and compromise between differing parties. Instead the uniqueness should be recognised and harnessed as alternatives and opportunities that needn't be blotted out but worked with. In other words, focus should be on generating the higher orders of thought and behaviour that demand and unite diversity.

That perhaps is the higher order performance suggested in Kegan's (1982) stages of growth in consciousness and the appearance of the self-transforming mind. Such a mind in is likely to be an asset in conditions of high uncertainty for discovering new ways to meet continuously evolving purposes. The growth agenda extends beyond practice modifications and will most likely entail redirection and transformation of operational fundamentals and the formulation of different leadership departure points.

My ideas and subjectivities informed my understandings and practices. Blinkered outlook equals blinkered products and service, equals limited effectiveness. My outlooks and behavioural tendencies are as such fair game for review, experimentation and growth (Marshall, (2016). What was evident from the findings was that both I and the participants tended to overly-privilege particular attention and behavioural inclinations and were prone to that extent to be less responsive to unfolding reality. Put differently we tended to generate particular constructed reality

narratives that potentially were not optimum for effective leadership practice. Reflexivity would be one way to make such judgment criteria explicit and subject to change is need be.

Uncertainty is best understood through interpretive metaphors that can capture and understand complexity and do not unduly seek to simplify, classify and or predict as with an exclusive reliance on psychometrics practices aligned to the positivism tradition. Exclusive reliance on positivism or interpretivism is likely to be a partial view of reality that grants prominence to some attributes at the expense of others. Transcendence again would suggest merit in pluralism and scepticism towards any convention be it machine or organism metaphor (Morgan, 1980).

- iii. I surmise that being a consultant, I foster the understanding of business reality whilst being embedded in the given social and organisational context.

I now appreciate how consulting practices guided solely by functionalist perspectives can promote domination and exploitation of some parties by others as it is premised on questionable assumptions of a value free science (Morgan, 1980). I am aligned more towards interpretive world views that recognise the existence of multiple underlying realities. Such outlooks and related actions would tend to minimise alienation and subjugation of others caused by conscious and unconscious narrow (self-serving) outlooks and action modes.

The case in point is that psychometrics practice, which is a large part of my professional work, derives from positivist thinking. It is a social science based on presumed accurate measurement of psychological attributes including abilities, behavioural propensities and the like, according to universal or generalisable propositions about human nature. Internal validity and reliability of measures dominate the judging of quality of psychometrics practice. Contextual quality of any test and its impacts are not granted much attention. Beyond statistical fitness, the social fitness and social consequences should be regarded as equally if not more important. I cannot be detached in my practice because I am involved. I come with a baggage both conscious and unconscious (including pre-understanding - Brannick & Coghlan, 2007).

I have been asking myself the question as to whether psychological tests are tools for change or tools for securing the status quo in society. I am inclined to think that they are more aligned to the machine model of organisations, bureaucracy and the general drive for efficiency (sniper rifle/securing certainty). I wonder as such if I misdirected as organisational consultant whilst trying to abide by my tools; if reality passed me by unnoticed. Psychometric practice injects limited organisational adaptive capacity (e.g. Regoa & Cunhab, 2008; Benkler, 2011; Derue, et al., 2011; Lawrence & Pirson, 2015). It decrees step-by-step logic solutions. The assumption is that the psychometric

solutions lead to proven and known truths. That however could not be a holistic way to resolving significant organisational problems since it precludes experimentation and figuring out issue on the go as one journeys towards the unknown. Complex problems require inventive ideas and actions, staying wary of conceptual confinements and continuously seeking out more potent and possibly transformational solutions. For me to be a more impactful organisational consultant, I need to engage in more dynamic practice that captures realities as it develops in addition to the cross sectional insights that psychometric practice will provide.

Taking this argument further, I appreciate that apart from exercising the technical expert and process facilitator roles, I equally need to accept and engage in the emancipator role to change organisations and systems for the betterment of society (Zuber-Skerritt, 2002). The latter entails facilitating freedom from confinements decreed by tradition, self-deception and coercion (Zuber-Skerritt, 2002). I am there to serve businesses and the society at large not either or stakeholder. In order to do that effectively, I require both rigour and relevance in my products and services. As I will explore in the next section, these two can effectively pursued simultaneously without excluding one at the expense of the other.

We are living in a political world; nothing is as it seems. Workplace problems are complex partly because they involve multiple interests and often do not have set solutions. The ethical approach of my practice in the circumstance should ideally be to improve overall relationships and empower all participants and at least not to disadvantage any particularly the vulnerable (Zuber-Skerritt, 2002). I perhaps need to take on more of the role of activist and participate in social change (Zuber-Skerritt, 2002). At the very least I cannot afford to be naive to the political role that I play consciously or unconsciously in maintaining current societal status quo.

As a practicing industrial psychologist, I have paid lessor attention issues of power and even less so how my particular privileged intrapersonal positions rule out alternative outlooks and approaches. I wield power and in selection matters in particular am a judge or one that influences executive decisions. The psychometric practice that I have plied relies heavily on positivist thinking and does not require the incorporation of issues of power play that may occur. That by implication makes it less socially robust or at worst naive in the political context. Beyond conceptual and analytical skills, I most likely will need to acquire more social consciousness and political acumen.

### c) Five practical lessons and actions and in redirecting my practice.

These limited findings with respect to my original purpose for Optimus Botswana results build on existing evidence of the folly of unmitigated reliance on perceptual and behavioural templates. Such practices can be expected to retard



adaptations necessary for sustained effectiveness. As long as organisations ignore the human propensity to get stuck (the scissors effect) (Kegan, 1982; Csikszentmihalyi, 1993; Kegan & Lahey, 2009), they endure a false sense of security, and end up not insisting on and enabling necessary ongoing perceptual and behavioural transformations. Intentions do not necessarily translate into behavioural change and transformation of leadership practice. Such insight should be considered when implementing leadership development initiatives. While change initiatives focused on technical issues address the cognitive aspects of acquiring new knowledge and skills, the limited findings of this study suggest that without addressing the underlying adaptive and emotional aspects (i.e., commitments and big time assumptions held by individuals), desired material change in behaviour and consequently leadership practice will not occur.

- i. I have grown to appreciate that I cannot be optimally effective in organisational change facilitation if I continue rely heavily on positivist approaches and products given the complex and dynamic contexts that I operate in. I was the principal beneficiary of this study and perhaps fortunately so since as a management consultant I have the opportunity to and am better prepared to enhance the practice of management practitioners in future given the lessons I have gained through this study.

I need to reposition my organisational consulting practice towards facilitating the doing of the right things (effectiveness - putting the ladder on the right wall) instead of mostly focusing on the doing of things right (efficiency and correctness). In point of fact, beyond effectiveness I need to focus on running a socially robust practice. My perceived role limited my facilitation to an extent. Participants felt I was not playing my part and defaulted to being subservient to my expected expert role. For example, they did not take up the invitation to critically examine their own immunity maps and mine when I presented these to them presumably on the assumption that was my responsibility.

1. Aside from legitimately seeking to make a profit, relevance considerations should include consciously attending to contextual power issues surrounding my consulting practice including reducing and or redirecting the power of dominant stakeholders (specifically shareholders and their stewards) in order to avoid harm particularly to the vulnerable participating parties (test takers in the case of psychometrics). I cite in particular within the category of the vulnerable, those who are subject to our tools and techniques which we supply to the organisational decision makers often without the assessed parties having recourse to challenge those decisions or at least to moderate any adverse conclusions that are made on themselves. In my experience these individuals tend not to exercise their rights with respect to what we put them through or what we do with the knowledge we generate relating to them. We owe it to them to reduce the potential of self harm they can do themselves by moderating as far as possible the power play that occurs. It would be naive to assume that psychometrics practice is a clean science i.e. that it is not political in any aspects. I am more keenly

aware that I exercise immense power directly or indirectly on test takers in particular and that I need to always consider doing the right things before concerning myself with the correctness of what I do.

2. In essence, I need to work towards a rigorous and socially robust professional practice. This includes being cognisant of the existing and developing power relations in the context of my practice (Finc-Lees, Mabey & Liefoghe, 2005; Trehan & Rigg, 2012). My consulting practice is likely to be enhanced by acknowledging the multiple stakeholders to my engagements and never assuming that I truly represent the objective reality. All social reality is construed to serve a purpose which is fine as long as it allows dialogue and participation and is subject to scrutiny and permits alternative voices. On reflection, I now recognise that industrial psychology(at least that which I have practiced) focuses largely on the technical aspects of our practice to the exclusion of social and political processes. Given the assumed objective nature of psychometrics in particular, the need for reflexivity is not mandatory. As such industrial psychology of this nature potentially is impotent in facilitating social change and arguably has more potential to perpetuate any existing power imbalances. Socially responsive and positive initiatives are likely to issue from appreciating that our practices emanate from particular historical and cultural context (Finc-Lees, Mabey & Liefoghe, 2005; Brookfield, 1995 cited by Trehan & Rigg, 2012). Our professional activities serve to sustain the given reality and should likewise seek to transform it for the better.
3. Socially robust industrial psychology practice is solution seeking and based on explicit theoretical models (Shrivastava, 1987; Anderson, Heriot, & Hodgkinson, 2001; Starkey, Hatchuel & Tempest, 2009). My psychometrics practice can be guided by validity consideration within the scope of pragmatism and beyond internal and matters such as statistical significance and must include external validity (Bradbury, 2008). I can work towards a scholarly and holistic practice that unifies what may initially appear to be conflicting approaches and interests. Bradbury (2008) pointed towards the need to engage stakeholders that take up the assignment into the broader system. A pragmatic science has both rigour and practical value (Anderson, Heriot, & Hodgkinson, 2001). Detachment and objectivity in management science is a social construction whose legitimacy is unsustainable and is under challenge (Starkey, Hatchuel & Tempest, 2009). The ideal is a collaborative and politically conscious pragmatic science that seeks to reduce the potential impacts of self-serving agenda and that will optimise social effects (Anderson, Heriot, & Hodgkinson, 2001). It is ideal for me for me to master the capacity to seamlessly perform multiple functions and roles including being scientist, matchmaker, executive, designer and promoter (Bradbury, 2008).
4. Accepting or assuming that social reality is constructed, seeking out alternative perspectives will enhance appreciation of existence (Corlett & Mavin, 2019). That calls for more balanced dialogue between me as psychologist and test takers for there to be social robustness in my practice (Rigg, 2007 in Hill & Stewart, 2007; Bradbury, 2008; Ripamonti et al., 2016). The results from psychological assessments in part come from my interpretations and as such these in turn as fair game for critical self-exploration (Ripamonti et al.,

2016; Corlett & Mavin, 2019). My sense of identity, outlooks and actions can be expected to be enabled or inhibited by novel approaches and insights in the face of uncertainty hence it is necessary for me to engage in self-monitoring and self-responding in the broader context of intervention process and granting those subject to my practice voice to object and redirect (Corlett & Mavin, 2019). Surfacing my own underlying premises and making them available to critical reflection by stakeholders as and when suitable should enhance the potency and wholesomeness of my practice (Ripamonti et al., 2016; Corlett & Mavin, 2019; Schneider & Kayseas, 2019).

5. Unique assumptions lead to specific development practices and how the exercise of power is enabled and dispensed (Trehan & Shelton, 2007). Efficiency and effectiveness are granted more importance than moral aspects in leadership and research thereof (Clegg, 2002). The question is, efficiency or effectiveness for whom? Leadership researchers and consultants need to be aware of and openly disclose their affiliations or potential conflicts of interests that may influence the nature and outcomes of their engagements with organisations (Bell & Bryman, 2007). To date my executive assessment psychometric practice has not consciously attended to the social and environmental implications of industry. I have made the unsustainable assumption that mine was a scientific endeavour devoid of power and certainly no political considerations. Those of us privileged to usher and develop leaders probably need to reorient ourselves from focusing on producing corporate technocrats, towards facilitating world stewards (Rigg, 2007 in Hill & Stewart, 2007). I have to be actively sensitive to power and privilege power distributions both inside and outside the organisation (Hinings & Greenwood, 2002) and how my practices contribute to or moderate them. Societal relevance of practice will arguable be fairer and more sustainable.
  6. Management development practitioners need to be cognisant of the broader impacts of our practice (Rigg, 2007 in Hill & Stewart, 2007). There potentially are attendant additional societal consequences beyond enabling individuals, developing potential and empowering leaders. Those may have adverse impacts such as enabling organisations to persist in ways harmful to human interests and the related ecology (Rigg, 2007 in Hill & Stewart, 2007). In this vein, leadership inquiry needs to extend beyond functional effectiveness to include the broader and often conflicting interests that our practices might be facilitating (Finch-Lees & Mabey, 2007 in Hill & Stewart, 2007). Morally right and fair research and management consultancy should be underpinned on legitimacy granted by the pertaining societal context.
- ii. In order for leaders to exercise effective agency in conditions of complexity, emergence is an attendant resource that should be sought out and harnessed to facilitate change.

Despite the growing alternative approaches to leading, positional authority remains central to organisation. Regardless of the errors and misrepresentations (e.g. Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993; Christie & Barresi, 2002; Berger, 2014; Myers, 2016) that may occur and exist, the mind arguably is the primary driver of human behaviour (Bandura, 2001). Competent agency however is likely to require adaptiveness and transcending the control imperative that dominates conventional leadership. In this way it would be possible to harvest fortuitous emergence that features in dynamic and complex environments.

Effective leadership is likely to be ambidextrous in recognising the need to utilising what is available and concurrently actively experimenting with alternatives, deploying both administrative and entrepreneurial initiatives, exercising both control and facilitation (Heifetz & Linsky, 2003; Osborn & Hunt, 2007; Heifetz, Grashow & Linsky, 2009; Uhl-Bien & Arena, 2014). Complex and or adaptive challenges can be expected to require deep appreciation of underlying causes and dynamics to organisational realities that may be immediately discernible; rethinking the way things are seen and done and in general being inclusive rather than exclusive in approach (Heifetz & Linsky, 2003; Heifetz et al., 2009; Cragg & Clerk, 2010).

The endemic rapid change and uncertainty that contemporary organisations face, requires that the dominant command-control leadership mindsets in organisations should allow stakeholder and ecology-oriented mindsets that seek to attain an effective organisational fit to the landscape from an inclusive rather than an insular standpoint (Fournier & Grey, 2000; Raelin, 2003; Dervitsiotis, 2007; Adjiboloss, 2011). That would enable more adaptive learning (double loop and triple loop) that can enable adaptive organisational change.

Instead, leaders arguably need to engage more in sense and meaning making behaviours and uncovering unconscious defensive routines and thoughtlessness (Isaacs, 1993; Argyris, 1994; Antonacopoulou & Bento, 2004; Weick, Sutcliffe & Obstfeld, 2005). Leading in conditions of uncertainty require broad and inclusive mindsets and diversified behavioural sets in order to optimise the efficacy of stewardship practice. Overemphasising control in leading will most likely suppress and exclude emergent behaviours that can be the triggers and enablers of organisational transformation and effectiveness (Lichtenstein & Plowman, 2009; Uhl-Bien & Marion, 2009; Davis et al., 2015; Liang, 2015). When leaders transcend the control imperative there are more likely to be able utilise the emergence and facilitative effective organisational responsiveness.

Assuming high levels of unpredictability and 'emergent' properties of complex organisations (Dooley, 1997; Stacey, 2011; Caffrey, Wolfe, & McKevitt, 2016) change process need to be in cognisant of fluid realities of organisation. Emergent change needs to be harnessed rather than suppressed for organisations and individuals to transform in

keeping with emerging phenomena (Liang, 2007; O'Shea, Alonso & Morton, 2013). This would be unlike approaches aligned to Kotter's dominant linear (step-by-step) change approach. My findings were that the participating managers were not pliable entities that could be transformed without them acting back and in my instance they opted out. That happened despite the fact that they acknowledged the need to undertake such change. Adaptive change arguably is necessary and is likely to be a fundamental aspect to strategic organisational transformation.

iii. From slick Industrial Psychologist to a modest and reflective leadership development practitioner.

Overriding outlook and behavioural inclinations towards control in leadership were evident in the participants of this study including me. Control arises from an assumption that we can today anticipate the future and what should be appropriate responses. One can also add a related assumption that cohesion is good and ideal organisation. Hence leaders and organisations promulgate rules and proceed to ritually manage out deviations actual and perceived. Once there emerges a pattern in a sufficient number of organisational rules, pervasive organisational behaviours can be expected to take form and can become rules in their own right. The unity that arises may be good organisation but is likely to lead to non-adaptiveness eventually as it is likely to promote status quo.

Control is likely to be defective in navigating organisational challenges in conditions of uncertainty. Creative and or innovative solutions would serve best in those circumstances. Ideal solutions are likely to involve working WITH not ON people. Individuals that are subjected to psychometrics are in fact stakeholders and not subjects. Psychometrics science and collaborative inquiry and mutual learning should serve better in human sense and meaning making rather than adopting an either or approach. The convention and innovation implied by science and collaboration respectively complement each other and are not discordant. The latter enable creativity/extension and or unanticipated discovery. Original insights can and should be expected to arise from experimenting with convention to see and do things differently.

The industrial psychology that I have practiced largely is anchored in standardised method and disciplined approaches. I have tended to grant alternative approaches and insights lesser priority. Control is key to my psychometric practice, but dynamic control measures should best suit my overall industrial psychology agency. Change can be expected to be more likely to occur if I ease up on unilateral controlling and instead redirect my efforts to responding to and guiding emergent realities and events. I need to be also adept at engaging maverick and opportunistic manoeuvres as and when necessary. My current consulting primarily entails executive assessments for selection purposes which in all likelihood is an incomplete leadership talent pipeline creation approach. The assumption is that once the right person is appointed, nothing more is required. That could not be

correct as it assumes set competencies to address a static environmental reality. That assumption is incompatible when one accepts that we live in an increasingly dynamic world. I perhaps need to also attend to developing adaptive capacities in leaders. In any case there is never a perfect selection match and every leader needs to be able to bend with the ever changing environments and contexts. Leaders who perhaps are competent in exercising dynamic control.

As a consultant I have to moderate my need for control and to be more open to influence from managers and academics. I need to be more collaborative instead of exclusive in my engagements (i.e. step down from a high horse/pedestal/know it all position). We each have unique strengths and weakness and can utilise the others to create impactful synergy (Werr & Greiner, 2008).

My unique distinction and value as a DBA student is perhaps that I am a budding knowledge creation and transformation technician. I have acquired tools to manage the theory and practice divide and can manage the union of science and business (Tenkasi & Hay, 2008). I need to continuously grow my competencies in framing and defining the nature of issues, influencing and legitimising particular approaches and actions, facilitating mutual sense and meaning making, demonstrating impacts and viabilities (Tenkasi & Hay, 2008; Werr & Greiner, 2008).

A reflexive and searching approach to existence (Marshall, 2016) should be an ideal professional lifestyle for me. Effective consulting arguably requires perpetual learning and being vulnerable and uncertain yet relishing being unrestrained by any particular conceptual frameworks. Contingent choices can arise from imagination and exploration that can deepen and extend my practice instead of being unquestioningly sticking to the known and proven paths where that could be counterproductive (Marshall, 2016).

There arguably is a whole unacknowledged (unknown and full of possibilities) world around my practice open to active exploration. The results of this study with respect to my facilitation of the change process and my own immunity map suggest that I need to be to be wary of certainty, intrapersonal polarisation and dogma. Dominant or default outlooks do not equate with right or good and certainly not a guaranteed path to equitable practice. In my selection activities, it possibly will be judicious for me to share decision making with organisational decision makers and not presume that I am offering irrefutable truths when I give my psychometrics results to organisations. Specifically, I should in all instances provide feedback to individuals I assess ideally prior to giving that information to organisational decision makers in order to moderate power balance and develop test subjects' self-awareness such that they can moderate their default stances and approaches where adaptiveness is necessary and possible.

I disembark from the esteemed industrial psychologist high horse and urge fellow practitioners who may have ridden such to do likewise or at the least be consciously aware on the power plays that we are party to. This has been a fall from grace and arguably a timely landing towards elegance and goodness. Codes of conduct for psychologists decree that we are to do good and do no harm. Any fall nonetheless is disconcerting but instructive.

iv. [Dynamic control should be expected to arise from double loop and triple loop learning.](#)

Rules are single loop (Argyris, 1994) or maintenance mode solutions that should be expected to be limited in improving overall organisational performance in dynamic environments characterised by endemic uncertainty. Maintenance mode entail members devoting time and effort to detecting and correcting deviations from the norms with less attention to why the variations occurred in the first place. Control imperatives founding rules entail accepting and adhering to prescription in resolving specific problems without critical appreciation of the beliefs underlying the rules. Such command is likely to deliver incremental results being more of the same and not necessarily new results.

From a constructivist perspective, rules are located in historical and cultural contexts and need to be subjected to ongoing critique and change. The interpretive approaches highlight that knowledge is communal hence the processes of interpretation could never be regarded as detached and objective (in other words that they serve particular interests and value and not pure truth) (Gergen, 1985). With respect to my practice, I now of the opinion that psychometric products and processes are single loop services that primarily deliver functionalist and stakeholder purposes. I am also of the view that their application needs to be tempered with matters of social contract and justice. At the surface I note that particularly in the recruitment and selection contexts, the processes are generally experienced with discomfort and anxiety by candidates but more fundamentally I have to ask myself how much psychometric practices contribute to the manipulation and or subjugation of some parties by others. The control science that premise psychometrics (central of which is validity and reliability) does not address issues of social contract (i.e. justice). Psychometrics solutions arguably need to be complemented by wider lens alternative interventions that for example consider political and moral considerations. Otherwise such practices could justifiably be judged as either naive or socially wrong. Industrial psychology cannot be a narrow lens discipline and should serve the wider purpose of human existence. There are alternatives to traditional outlooks that recognise the political and moral consequences of our work.

Present-day managers regularly lead in conditions of rapid change, high uncertainty and contradictions. They are called upon to manage complex and ill-defined issues that change during the course of problem-solving. That

requires double loop (Argyris, 1994; Marshak & Grant, 2008) or adaptive change (Heifetz & Linsky, 2003; Heifetz et al., 2009); Cragg & Clerk, 2010; Caffrey, Wolfe, & McKeivitt, 2016) oriented solutions that can arise from reflexive action and deep, dynamic and wide understanding. This will in all likelihood involve engaging dilemmas, emotional and conflict issues and facilitating the release of leaders from narrower perspectives and disabling assumptions (Gioia & Chittipeddi, 1991; Csikszentmihalyi, 1993; Kegan & Lahey, 2009). Though I never fully understood it then, I have in the last decade or so intuitively taken my mission as centred around "comforting the afflicted and to afflicting the comfortable". I think I now have a better appreciation and conviction toward the same mission. Double loop psychology solutions in all likelihood should entail growth through intrapersonal and interpersonal transformations and enhancing leaders and organisations' capacity and comfort to engage uncertainty. Central to double loop solutions will be the challenging and reshaping of the underlying organisation and leadership engagement rules in addition to detection and correction of errors. This is likely to be by questioning the purpose and function of industrial psychology practice being deployed in organisations and not taking status quo as given or sacred. We need to be more critical and creative to engage ways that serve organisations and society to be more effective and socially wholesome.

As industrial psychologists we are generators of knowledge and or insight. From a constructivist perspective, we need to critically reflect on our beliefs and perceptions, the dynamics of our dialogues and relationship with individuals and organisations and the insights that arise from these. We arguably have to go beyond double loop solutions and develop triple loop (Argyris, 1994; Marshak & Grant, 2008) solutions focused on our practice in order make it a more incisive channel towards the lesser tainted truths (less encumbered by implicit insights including unconscious commitments and underlying assumptions). In this process, we must reflect on outlooks regarding the "rules," and not stop at purely examining whether the rules should be transformed. We probably need as such to engage a deeper level of reflexivity or put differently double loop learning about our double loop learning. This possibly needs to include understanding how our solutions generate or contribute to the problem when applied simplistically, non-critically and from an ahistorical stance. We have the capacity and obligation to be part of the forces of transformational change in society at large. Given the diversity in organisational stakeholder interests and inequalities in power balances across stakeholders, triple loop industrial psychology solutions must include the scoping of inclusive statements of purpose of organisation in the environment. We need to be clear about whose interests we promote and moderate the impact of our own interests in what we promote. We are scientists, political players and interested parties all wrapped up into an indivisible package that calls for reflexivity to achieve acceptable levels of merit and morality. We are part of the industry and organisation rat race and not holier than thou when lined up with other race players. Our deeds for and on behalf of society (not registration with esteemed regulating councils) will vouch for our probity.



## 7. CHAPTER: LIMITATIONS AND DIRECTIONS FOR THE FUTURE.

### a) Limitations.

This was an opportunistic study that bypassed a fundamental inquiry step. I was not granted access independently to determine what was wrong with the current organisational status in Optimus Botswana. I had to accept the company's executive leadership's conclusion that there was a leadership deficit and hence rely on the already-existing, comparatively unsatisfactory, organisational effectiveness survey results. The relatively stellar performance of Optimus Botswana is not guaranteed, however, and the executive leadership's drive to improve things was arguably warranted.

Bearing in mind that I did not initiate the underlying process but piggybacked the facilitation on ongoing executive leadership discourse and management processes that I had planned to affect positively, I had the difficult task of influencing a trajectory that was already unfolding under a different impetus and, further, I had limited or no direct organisational control over the participants. I relied purely on my capacity to generate sufficient interest and motivation in them to participate.

There will always be an overriding limitation to the exhaustiveness of a posteriori knowledge that can be generated by the kind of empirical approach that I adopted. In any case, this research has emphasised that there are flaws in human perception. As such, short of experimentally anchored corroboration, deductive conclusions are precluded in this social constructivist study, regardless of the evidence-driven inferences I have made. This was an exploratory study that sufficed to surface what was ongoing and apparent. It could never have delivered a precision strike, or generalisable results, but was meant to 'feel around' the germane ongoing issues, at best with broad-brush accuracy. The findings cannot be deemed to prove anything to a non-equivocal extent. The interpretations are inductive and based on conjecture. The expositions, conclusions and recommendations that I present are derived from discerned nuances and are of a tentative and exploratory nature.

The findings cannot be extended with any certainty to the total leadership at Optimus and less so to the wide Botswana population. The undertaken facilitation was a non-representative sample of the entire Optimus Botswana leadership (12 managers out of a possible approximately 100). It was never intended to be representative since enrolment was on a voluntary basis. The interpretations and conclusions I have made at best serve to incite hypotheses and

inferences based on the observations and knowledge gathered. These were largely exploratory findings that cannot be read to be explanatory.

I pursued the inquiry and facilitation from a psychology and behavioural sciences perspective and did not attend to alternative and potentially viable thinking such as from commercial and political viewpoints. For example, an economist or an investment banker would have had different interpretations of what was transpiring and, in any case, would have taken a different approach to attend to the issues, if at all they would deemed that there was something worthy of pursuit. I may have accorded the objects of the study (conscious thought in particular) preferential emphasis in the facilitation because of my training in psychology.

The facilitation centred on intrapersonal dynamics, but it is uncertain what significance these have in the wider external context. The inquiry consciously narrowly focused on potential intrapersonal dynamics to the problem and did not attend to team, organisational and cultural immunities and or plateaus. It can be expected that there are two-way influences between intrapersonal and interpersonal factors, and that all contribute to organisational effectiveness. Such likely realities were not actively incorporated into this inquiry.

The voluntary nature of the facilitation meant that participation was unsecured and, as it turned out, only approximately 10% of prospective participants volunteered. Participation from the volunteers ended up being subdued and constrained. The premature termination of the process at the onset of the final change stage (behavioural try-out phase) dealt a mortal blow to the intended transformation. That period was critical, not only to complete the process of learning, but also to secure participant feedback about how they had experienced the entire process and in particular what changes, if any, they had experienced. The reliability of my data classifications was limited in that I could not get participants to participate in the data analysis as I had intended and planned for, hence the classifications were not corroborated by others who were participants to the process and who might have viewed issues differently. More could have been revealed had the facilitation gone through its entire planned course. The conclusions would have been more solid had there been multiple and divergent data sources. The process did not sufficiently provide for divergent interpretations due to the passive participant engagements and premature withdrawal from the study. Regardless, I managed to generate a plausible model and theoretically informative honest account of what transpired and emerged as presented in this thesis.

Facilitating intrapersonal change through the online medium is difficult. I found it hard to maintain the same attention online as was possible and evident in the interactive group sessions. The facilitation process took an inordinately longer time to roll out and I had to nudge participants to engage in the process continuously but gently. The data most

likely missed interaction intonations and nuances as would be evident in face-to-face encounters (Neal et al., 2015) since I relied on electronic written discussions as opposed to direct field engagements, as perhaps happened in the group sessions.

Overall, whereas the experience of the facilitation, and its findings, pointed me towards some new directions, they largely raised more unanswered questions. I remain uncertain if it could be correct to assume that the existing leadership practices and paradigms are potentially dysfunctional and in need of overhauling as the limited findings might imply. There is a need for follow-up research that can allow for deductive conclusions, which is what business and organisations prefer, despite the fact that such insights will always have a finite shelf life and will in themselves come with their own related problems.

An unqualified endorsement of adaptiveness can lead to the underestimation of the value of contrary considerations such as authenticity, consistency, credibility and reliability, that may be undermined by the flexibility and agile approaches I am advocating. Organisational effectiveness, in any case, presumably has to consider other resources and events beyond leadership (and their relative weighting in relation to expected outcomes) including opportunities exploited or missed in the environment. Such is the complexity in leadership research, as I have alluded to.

## b) Ways forward for research and practice.

### i. Where can I improve?

My profile from the themes evident in my interactions with the participants over the year of the facilitation, and my own immunity map, are revealing and informative. I was part of the participant group and I influenced the way the process progressed. I displayed inclinations and behavioural patterns associated with perfectionism. I mostly was methodical and, as a consequence perhaps, was not sufficiently responsive. I was more task oriented than people oriented and, in particular, did not demonstrate irrefutable capacity to influence the participants competently towards the intended outcomes. I perhaps need to be more spontaneous and find ways to take along participants more effectively. My technical competence can also improve, as I will discuss below.

The most obvious challenge that I experienced was my inability to generate the will in the participants to extend their levels of consciousness. Given that I was targeting organisational level change, I needed to have been effective and efficient in accessing tacit knowledge in the individuals and the organisation, perhaps beyond one-on-one encounters,

for my facilitation to have been timelier and sufficiently extensive. I am not certain of the viable solution, but I ask myself: how can I facilitate organisational change through intrapersonal transformation better, and on a large scale, beyond what is possible on a face-to-face basis? What would it take? How do I activate deployment of meta cognition on a wide scale?

While I found the Kegan & Lahey's (2009) change model attractive due to its patent simplicity, the model can generate negative consequences in an organisation if deployed by an incompetent facilitator and or without sustained support. For example, there is a risk of surfacing unconscious realities and then being unable to work through them effectively, as could be done by a competent therapist. Kegan & Lahey offer a three-day online immunity to change facilitator programme (Minds at work.com). I plan to take that before I deploy this method again.

I need to develop an efficient process for taking participants from unconscious immunity to unconscious release through practice and further research, particularly of actual examples in similar facilitation. The big challenge will be to speed up the process, since if sustained change may only be assured, say, two year later, circumstances on the ground will have changed and the new competencies will be obsolete by the time they are ready for use, which would be unhelpful. It is arguable, though, that arriving at the stage of unconscious release may not be desirable since it will serve purely to improve the efficiency of execution rather than the effectiveness of what is done. My method nonetheless intended to embed ways of thinking that can be carried forward iteratively. So, even if learning the process and then applying it takes time initially, it is then embedded for more rapid deployment as situations continue to change.

Overall, my professional practice will be enhanced by reflexivity and examination of the underlying paradigms, perspectives, interests, commitments and assumptions (the list is likely to be longer) that constitute the baggage that I unavoidably bring to the task. My services are influenced by who I am, my individual beliefs, values and my operating assumptions (Buchanan & Bryman (2007). That does not disqualify the expertise but qualifies it (i.e. there are limitations to the insights I present). Engaging in ongoing self-reflexive activities (Alvesson, Hardy, & Harley, 2008) with respect to my practice can moderate my undue reliance on default mindsets and ways of acting.

## ii. Directions for leadership development theorists and researchers.

Accepting that individuals consciously and unconsciously get stuck; leadership development efforts should be directed towards unlocking or unhooking the individuals towards a developmental path and change. Responsiveness, or adaptiveness, is necessary in complex environments (Heifetz & Linsky, 2003; Heifetz, et al., 2009). This study suggests a number of related questions. To what extent is human consciousness the executive function of the leader

and, how compromised is the human personal agency alluded to by Bandura (2001)? If significantly, could adaptive capability be the competency or trait of choice in navigating complexity? (Regoa & Cunhab, 2008; Derue, et al., 2011). It can be said that responsiveness and ongoing regeneration of consciousness are development imperatives that are not adequately prioritised in practice. The new frontier in leadership development arguably relates to creating mindfulness in leadership and liberating individuals from the plateaus in efficacy created by their operating consciousness. The objective is to enable self-transforming consciousness and, ideally, the generating of self-authoring and self-renewing minds (Kegan, 1982).

Reflective practices (Weick, 2002; Hibbert, Coupland & MacIntosh, 2010) will be one fundamental growth tool, or facilitation guided by the immunity map model for example, as was the case in the current study. Whereas an updating of the mindsets could be sufficient where there is less environmental uncertainty, where fundamental change is needed, it will most likely only occur when the operating mindsets are upgraded (Dweck, 2014; McGonigal, 2015). Such transformative learning can be expected to expose underlying motives and unrecognised assumptions that impede the sustainable behavioural change required for substantive and sustainable transformation (Krousel-Wood et al., 2014).

At a group or team level, organisational resilience and adaptiveness will most likely emerge from generating sufficient commonality and divergence in leadership mindsets (Checkland & Poulter, 2010). Organisational adaptability will be a product of organisation-wide micro adaptations driven by the macro environments (Heifetz, et al., 2009). As such, overarching leadership should create co-alignment of several moving components in the system (Kilduff & Dougherty, 2000; Stacey, 2011) and leverage emergent and adaptive leadership processes from local dialogues between organisational parties (Uhl-Bien & Marion, 2009; Elkington & Booyesen, 2015; Davis et al., 2015).

In order to be effective, individuals will need to be encouraged to attend to the uncommon economic, social and technological (among others) occurrences or trends and to formulate new work organisational approaches both inductively and deductively (Stamp & Isaacs, 1990; Uhl-Bien et al, 2007). Emergent transformation can be proactively promoted by upsetting current patterns of thought and behaviour and encouraging the pursuit of novel and requisite adaptive perspectives and behaviour (Plowman et al., 2007; Osborn & Hunt, 2007).

Given environmental complexity, dynamic leadership capability and transcendence are, arguably, the necessary capabilities for effectiveness in modern enterprise. Transcendence should be the integrative capability that enables conscious and judicious concurrent adoption of transactional and transformational initiatives (Judge & Piccolo, 2004; Wang et al., 2011; Eisenbeiß & Boerner, 2013) without getting side-tracked by undue bifurcation. Such transcendence

offers the capacity for leaders to operate beyond the tyranny of the ephemeral needs of the present, and above the obscure demands of an imagined future in perfect synchrony for navigating dynamic complexity.

Transcendence implies inclusiveness in outlook, perspectives and behaviour and is antithetical to partiality and being held back in immediate realities, experiences and interpretations. It could be a pursuit of greater significance and higher calling in existence without necessarily becoming spiritual or mystical. Transcendence in complex contexts should offer a greater understanding of pertaining and pertinent concepts and principles and enable working with and through the status quo to overcome what would otherwise appear to be insurmountable contradictions. Due to being spacious it can be expected to activate and harness the instincts of curiosity and open-mindedness and, as necessary, utilise the drive to seek closure and identity while avoiding the trap of being indefinitely enslaved to either of the preferences.

The essence is that leadership development targeting transcendence can be expected to generate fundamental transformation of leadership perspectives or underlying operating assumptions to existing approaches. It can be acquired by individual leaders through unlearning and relearning and having the willingness to grow beyond current world views. This can be attained through reflexive dialogue and reflexive engagements, without necessarily taking leaders through psychotherapy processes.

Beyond the inferences I made in this section, follow-up studies, ideally of a deductive nature, can generate generalisable findings and conclusions. A number of the presumptions will be disproved in the process naturally.

### iii. Personal aspirations.

I remain optimistic but uncertain about the merits of pursuing intrapersonal development. The brain could be the executive human function, but the reality is that, without monitoring, it is not a high-fidelity director. The assumption of Homo sapiens' rationality underlying the idea of the supremacy of judiciousness could be wrong. I am attracted to the idea of somatic learning where the whole body (total sensing) and not just the brain is assumed to direct human behaviour. Intrapersonal arc of attention that I advocated in this study is consistent with that line of thinking as total sensing should be expected to deepen and widen the appreciation of reality. It cannot get more personal than that.

I intend to develop a pioneering leadership Unlearning & Re-Learning programme for southern Africa on an assumption that cognition, intentionality and personal agency, with appropriate facilitation, will be able to break through the socialisation and education plateaus and the limitations that sustain the status quo and impaired adaptability. Expected

delegates to the programme will be managers that have to grapple with strategic level assignments since this level or nature of work requires individuals to see issues with fresh eyes and requires them to react in unprogrammed ways.

The need for change and transformation in organisations is continually growing, and available solutions merely scratch the surface, such that their efficacy should be regarded as tenuous at best. I envisage putting individuals through turning point moments or revelatory experiences that will challenge and facilitate self-reassessment of beliefs, priorities and or commitments. I anticipate that the programme will entail some frank, perhaps unpleasant, engagements to enlighten and work through the core intrapersonal leadership issues at hand in safe and guided workplace incubation activities.

The participants of such a development programme should end up with larger creative spaces, and/or be capable of elevating their thinking beyond automatic and obvious first conceptualisations. That, I expect, will make them more effective in organisational problem or issue scoping and/or redefinition. In essence, I envisage enabling relearning, reflection and change. It is perhaps possible to develop sensing and information processing technology (to complement the brain) that could enable leaders to exercise higher fidelity consciousness. That will mitigate judgment based on self-interest and or less inclusive premises. I recognise however that the assumption that self-interest may compromise the common good is debatable.

#### iv. Concluding questions.

I have examined intrapersonal complexity and adaptiveness as capacity to be flexible, dynamic, inclusive and holistic in effectiveness. I have inferred that immunity to change spoils or impairs such individual capacity to perform. In addressing cognitive and behavioural complexity and recognising both as drivers of individual leadership effectiveness, I have presumed that behavioural competence is the definitive organisational aspect since it represents actual leadership action or lack thereof.

It can be argued that cognitive complexity (the mind) presents a base from which behavioural complexity is launched. It should however be asked if that in reality is the case; does cognition always found behaviour? It probably is safe to say that the mind influences action alongside other factors. Additional factors or complexities, perhaps in unique combinations, could include emotional, social, political capabilities. It is likely that one may manifest instances of immunity in one capacity area and non or less in other areas. Is there, as such, an overriding complexity that cuts across individual adaptiveness capabilities?

In this study I relied heavily on the empirical approach. This has been a fruitful concrete journey for me that has raised exciting questions that I had not thought of before and are likely to take my practice to a different level. Theorisers may ask, is rationalism not better in dissecting uncertainty? Having gleaned potential flaws in human perceptual capabilities, it is arguable that using raw brain power untainted by faulty insights derived from the senses and the mediating perception may provide more reliable insights. Exclusive dedication to empiricism or rationalism arguably is a form of potentially dysfunctional bifurcation. Abstract reasoning can be expected to suit conditions of complexity and uncertainty more and empirical approaches could suit deductive reasoning and understanding of relationships between known premises. There perhaps is value in avoiding the trap of bifurcation related to empiricism versus rationalism and not engaging in either/or stances.

Researchers will also need to answer the question: Are people naturally becoming more complex? The younger generation, millennials for example, are assumed, or perhaps observed, to display more complexity. Perhaps from generation to generation, the level of human complexity is adapting to the increased complexity in the environment. There may be no need for intervention since, possibly, the human species as a whole is adapting from generation to generation.

A related question for the scholar practitioner remains unanswered: what comes first, mindset change or behaviour change? Perhaps change can flow in either direction. The limited findings of the study suggest that it is best to view mindset change as not necessarily a precondition for behaviour change, nor as necessarily sufficient to induce change. It is logical, however, to encourage people to perform the desired behaviours and, along the way, implement leadership practices that help them turn those new behaviours into habits they deploy in given circumstance until conditions require different behaviour.

A scholar practitioner may ask: is facilitation really viable where participants can cope without consequence? Or is there anything else that is ethical, other than waiting for a crisis, that could trigger change? Further, and given business expectations of a return on investment and productivity, scholar practitioners will ask: what is the importance of leadership competence for organisational effectiveness? Is it really that critical as inferred (by myself and the Optimus Botswana executive leadership when they read the organisational effectiveness survey results)? I reiterate, I ended this study with more questions than answers.

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## 9. APPENDICES

Appendix 1: Facilitation process codes, sub-themes and themes.						
Date	Day	Discussants	What was said	Code	Sub-theme	Theme
6-Oct-15	Tue, Oct 6, 2015 at 5:04 AM	Alois all/Beverly	Please send me confirmation from your new email address indicating that you are ready for the launch processes.	directing	marshaling/asserting for results by all means necessary	pro-acting
6-Oct-15	Tue, Oct 6, 2015 at 5:04 AM	Alois all/Beverly	I look forward to grow with all participants and would like to thank you for joining this process.	inviting	motivating/persuading for productive relationships	pro-acting
7-Oct-15	Wed, Oct 7, 2015 at 10:17 AM	Alois/Mpho	I am glad we will be taking this journey together.	civility	conserving/controlling for results by all means necessary	re-acting
7-Oct-15	Wed, Oct 7, 2015 at 10:17 AM	Alois/Masunga	Thanks, Masunga. We will await confirmation from everybody by mid next week and from then on, we rock and roll !!!!	informing	conserving/controlling for results by all means necessary	re-acting
7-Oct-15	Wed, Oct 7, 2015 at 10:17 AM	Alois/Mpho	We start in earnest mid next week once we confirm who of the participants will be onboard. You will still have the opportunity to go anonymous when we do group session.	explaining	conserving/controlling for results by all means necessary	re-acting
7-Oct-15	Wed, Oct 7, 2015 at 10:17 AM	Alois/Mpho	We start in earnest mid next week once we confirm who of the participants will be onboard. You will still have the opportunity to go anonymous when we do group session.	informing	conserving/controlling for results by all means necessary	re-acting
7-Oct-15	Wed, Oct 7, 2015 at 10:17 AM	Alois/Mpho	We start in earnest mid next week once we confirm who of the participants will be onboard. You will still have the opportunity to go anonymous when we do group session.	guiding	nurturing/building productive relationships	re-acting
7-Oct-15	Wed, Oct 7, 2015 at 12:21 AM	Alois/Dikeledi	.... Thank you for granting me this unique and fresh opportunity to explore, self-introspect and possibly the nature of my leadership potential. ....	aspiring	marshaling/asserting for results by all means necessary	pro-acting

<b>7-Oct-15</b>	Wed, Oct 7, 2015 at 12:21 AM	Alois/Dikeledi	I trust you're well. .... I will revert soon with the new email address.	informing	conserving/controlling for results by all means necessary	re-acting
<b>7-Oct-15</b>	Wed, Oct 7, 2015 at 12:21 AM	Alois/Dikeledi	I trust you're well. Thank you for granting me this unique and fresh opportunity ...	civility	conserving/controlling for results by all means necessary	re-acting
<b>8-Oct-15</b>	Thu, Oct 8, 2015 at 2:19 AM	Alois/Mpho	It will be a great pleasure and an honor embark on this journey sir. Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>9-Oct-15</b>	Fri, Oct 9, 2015 at 10:17 AM	Alois/Mpho	Dear Aloisious, Thanks for coming back to me on this matter, as discussed, I will be honored to embark on the journey. Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>9-Oct-15</b>	Fri, Oct 9, 2015 at 10:17 AM	Alois/Mpho	Dear Aloisious, Thanks for coming back to me on this matter, as discussed, I will be honored to embark on the journey. Regards	informing	conserving/controlling for results by all means necessary	re-acting
<b>9-Oct-15</b>	Fri, Oct 9, 2015 at 2:36 AM	Alois/Ditiro	Ditiro, glad you are on board. We start next week once everybody has confirmed.	praise	motivating/persuading for productive relationships	pro-acting
<b>9-Oct-15</b>	Fri, Oct 9, 2015 at 2:36 AM	Alois/Ditiro	Ditiro, glad you are on board. We start next week once everybody has confirmed.	civility	conserving/controlling for results by all means necessary	re-acting
<b>12-Oct-15</b>	Mon, Oct 12, 2015 at 12:22 AM	Alois/Ditiro	Ok, thanks	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:30 AM	Alois all/Beverly	... Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc. I am thinking along 'to be more interactive' for myself. Let me have your feedback at your earliest convenience.	concrete support	nurturing/building productive relationships	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:30 AM	Alois/Mpho	... Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc. I am thinking along 'to be more interactive' for myself. Let me have your feedback at your earliest convenience.	concrete support	nurturing/building productive relationships	re-acting

<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:30 AM	Alois all/Beverly	..... During the course of the next two weeks or so, I want us to craft a potent adaptive leadership change goal for yourself. We will target behaviour that you identify as one that must change but you cannot or are not changing. I will be sharing with you my own developing goal as we go so that you can also assist me to craft something that is impactful. For now, please share with me your immediate thoughts regarding one compelling improvement goal you can think of for yourself centred on leadership behavioural change you seek at work. Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc. I am thinking along 'to be more interactive' for myself. Let me have your feedback at your earliest convenience.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:30 AM	Alois/Mpho	..... During the course of the next two weeks or so, I want us to craft a potent adaptive leadership change goal for yourself. We will target behaviour that you identify as one that must change but you cannot or are not changing. I will be sharing with you my own developing goal as we go so that you can also assist me to craft something that is impactful. For now, please share with me your immediate thoughts regarding one compelling improvement goal you can think of for yourself centred on leadership behavioural change you seek at work. Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc. I am thinking along 'to be more interactive' for myself. Let me have your feedback at your earliest convenience.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:30 AM	Alois/Mpho	We have been on a slow start but the games are on. We are in for some transformations within the Optimus group given the possibilities of new owners taking over possibly in the next year or so: nothing is certain I suppose. But really what is certain in our national and international contexts?! The issue is as individuals, we need to survive and prosper regardless hence the increased need for the adaptive leadership journey we have commenced.	encouraging	motivating/persuading for productive relationships	pro-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Ditiro	.... Sometimes I don't know if I am applying the right attitude to employees as I normally don't get the results correct. Not sure if is an issue of management function.	insecurity	conserving/controlling for results by all means necessary	re-acting

<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Ditiro	.... Sometimes I don't know if I am applying the right attitude to employees as I normally don't get the results correct. Not sure if is an issue of management function.	seeking assistance	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Daniel	I have created an anonymous email address. I am just having difficulty with internet right now I have received an email from you about 2 weeks back after creating the new address (incidentally - "Time waits for no man" is at the bottom of his email)	explaining	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Kennedy	.... this is the address we can use for our communication. .	informing	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Kennedy	Sorry for the late response, ... Regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Ditiro	Thanks, For the feedback,	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 1:50 AM	Alois/Ditiro	The one thing that I am really thinking of is understanding of individual behavior and demanding of results from employees. Sometimes I don't know if I am applying the right attitude to employees as I normally don't get the results correct. Not sure if is an issue of management function.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Kennedy	.... During the course of the next two weeks or so, I want us to craft a potent adaptive leadership change goal for yourself. We will target behaviour that you identify as one that must change but you cannot or are not changing. I will be sharing with you my own developing goal as we go so that you can also assist me to craft something that is impactful.	informing	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Kennedy	..... Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc. I am thinking along 'to be more interactive' for myself.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Kennedy	..... For now, please share with me your immediate thoughts regarding one compelling improvement goal you can think of for yourself centred on leadership behavioural change you seek at	guiding	nurturing/building productive relationships	re-acting

			work. Examples could include: to delegate more; to be more patient with clients; to demand results from staff etc.			
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Kennedy	..... please share with me your immediate thoughts regarding one compelling improvement goal you can think of for yourself centred on leadership behavioural change you seek at work. .... Let me have your feedback at your earliest convenience.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Petunia	Hi Aloisious, this is Petunia. Let the facilitation begin	informing	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Beverly	Sorry I took forever to respond; it has been hectic on my side I will send email later today	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Beverly	Sorry I took forever to respond; it has been hectic on my side I will send email later today	committing	conserving/controlling for results by all means necessary	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Beverly	Sorry I took forever to respond; it has been hectic on my side I will send email later today	explaining away	nurturing/building productive relationships	re-acting
<b>21-Oct-15</b>	Wed, Oct 21, 2015 at 5:12 AM	Alois/Kennedy	Thanks for the quick response. .... Let me have your feedback at your earliest convenience. Best regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Ditiro	.... actually, believe on collaboration and participation among us. The results normally come with a cost which I am trying to work on it. Some employees have their own fear on expressing their views, that why I just want to properly understand underlying behavior. I believe both extroverts introverts should all tap on others behavior. Bottom line is that managers should be well equipped for necessary skills to handle all these.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Ditiro	.... Some employees have their own fear on expressing their views, that why I just want to properly understand underlying behavior. I believe both extroverts introverts should all tap on others behavior. Bottom line is that managers should be well equipped for necessary skills to handle all these.	explaining	conserving/controlling for results by all means necessary	re-acting

<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Kennedy	.... think we can both assist each other on how this can be dealt with.	inviting	motivating/persuading for productive relationships	pro-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Petunia	All done and emailed you from there.	informing	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Kennedy	As managers we are basically hired to deal with this, however, my current problem is that I have staff that I are basically complaining about change but not necessarily raising it as a complaint, instead doing the barest minimum if their responsibilities and lacking any motivation to perform their roles to the best of their ability. That is what I was saying to point out and think we can both assist each other on how this can be dealt with.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 1:29 AM	Alois/Ditiro	The results normally come with a cost which I am trying to work on it. .... I believe both extroverts introverts should all tap on others behavior.	self-reassuring	marshaling/asserting for results by all means necessary	pro-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Kennedy	..... What do we need to be doing as managers to address this?	questioning	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Kennedy	Resistance to change is a central issue to what we will be dealing with in the next 4 to 6 months.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Kennedy	Resistance to change is a central issue to what we will be dealing with in the next 4 to 6 months. What do we need to be doing as managers to address this?	rhetorical question	motivating/persuading for productive relationships	pro-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Daniel	You are most welcome to the facilitation and I hope your internet issue is resolved.	civility	conserving/controlling for results by all means necessary	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Ditiro	You raise three issues that are very relevant to the management function in Optimus and any other organisation as a matter of fact: understanding others, getting intended results from others, and deploying the required/necessary behaviour. What attitude change to you see as necessary to be an effective manager in the company? deploying the required/necessary behaviour. What	questioning	conserving/controlling for results by all means necessary	re-acting

			attitude change to you see as necessary to be an effective manager in the company?			
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Ditiro	You raise three issues that are very relevant to the management function in Optimus and any other organisation as a matter of fact: understanding others, getting intended results from others, and deploying the required/necessary behaviour. What attitude change to you see as necessary to be an effective manager in the company? deploying the required/necessary behaviour. What attitude change to you see as necessary to be an effective manager in the company?	reflecting back	nurturing/building productive relationships	re-acting
<b>22-Oct-15</b>	Thu, Oct 22, 2015 at 12:06 AM	Alois/Ditiro	You raise three issues that are very relevant to the management function in Optimus and any other organisation as a matter of fact: understanding others, getting intended results from others, and deploying the required/necessary behaviour. What attitude change to you see as necessary to be an effective manager in the company? deploying the required/necessary behaviour. What attitude change to you see as necessary to be an effective manager in the company?	summarising	nurturing/building productive relationships	re-acting
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Ditiro	I hear three possible goals you are articulating: 1). To collaboratively influence your employees in order to get intended company results; 2). To be understood better by your employees; 3). Or perhaps it is a combination between the above two? Is there anything in this regard that YOU are not doing but you know you should be doing? Enjoy the weekend.	questioning	conserving/controlling for results by all means necessary	re-acting
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Kennedy	... You articulated the management or leadership challenge clearly. It has elements of both resistances to change and immunity to change. .	reflecting back	nurturing/building productive relationships	re-acting
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Kennedy	Absolutely, we will assist each other. .... Enjoy the weekend,	civility	conserving/controlling for results by all means necessary	re-acting
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Ditiro	Managers as you say need skills to understand and handle employees' attitudes, behaviours and fears. I hear three possible goals you are articulating: 1). To collaboratively influence your employees in order to get intended company results; 2). To be	guiding	nurturing/building productive relationships	re-acting



			understood better by your employees; 3). Or perhaps it is a combination between the above two? Is there anything in this regard that YOU are not doing but you know you should be doing?			
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Ditiro	Managers as you say need skills to understand and handle employees' attitudes, behaviours and fears. I hear three possible goals you are articulating: 1). To collaboratively influence your employees in order to get intended company results; 2). To be understood better by your employees; 3). Or perhaps it is a combination between the above two? Is there anything in this regard that YOU are not doing but you know you should be doing?	summarising	nurturing/building productive relationships	re-acting
<b>23-Oct-15</b>	Fri, Oct 23, 2015 at 12:15 AM	Alois/Petunia	Thanks, so much Petunia. I am glad you are on board. Enjoy the weekend	civility	conserving/controlling for results by all means necessary	re-acting
<b>25-Oct-15</b>	Sun, Oct 25, 2015 at 11:21 PM	Alois/Petunia	My immediate thoughts on a leadership behavioral change goal for me, is assertiveness, be more comfortable speaking in public settings, and being more comfortable voicing dissenting views.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>25-Oct-15</b>	Sun, Oct 25, 2015 at 11:21 PM	Alois/Petunia	My immediate thoughts on a leadership behavioral change goal for me, is assertiveness, be more comfortable speaking in public settings, and being more comfortable voicing dissenting views.	informing	conserving/controlling for results by all means necessary	re-acting
<b>26-Oct-15</b>	Mon, Oct 26, 2015 at 12:17	Alois/Ditiro	..... Your tips on how I should go around on this one.	seeking assistance	conserving/controlling for results by all means necessary	re-acting
<b>26-Oct-15</b>	Mon, Oct 26, 2015 at 12:17 AM	Alois/Ditiro	... I will be moving to a bigger department with high volume and more employees next year, I am currently leading 20 employees as compared to 60 that I will be managing.	informing	conserving/controlling for results by all means necessary	re-acting
<b>26-Oct-15</b>	Mon, Oct 26, 2015 at 12:17 AM	Alois/Ditiro	think I am doing a lot but still believe is not enough. ...	self-reassuring	marshaling/asserting for results by all means necessary	pro-acting
<b>26-Oct-15</b>	Mon, Oct 26, 2015 at 12:17 AM	Alois/Ditiro	I think I am doing a lot but still believe is not enough. I decided to engage everyone on goal setting to try to work out the way forward. .... our tips on how I should go around on this one.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>27-Oct-15</b>	Tue, Oct 27, 2015 at 8:22 AM	Alois/Ditiro	.... how about aiming for a leadership approach where all 60 employees take personal charge of their responsibilities such that	questioning	conserving/controlling for results by all means necessary	re-acting

			your interventions and those of your direct reports remain at a minimum? What do you think?			
<b>27-Oct-15</b>	Tue, Oct 27, 2015 at 8:22 AM	Alois/Ditiro	That is a great opportunity, well done. ...	praise	motivating/persuading for productive relationships	pro-acting
<b>27-Oct-15</b>	Tue, Oct 27, 2015 at 8:22 AM	Alois/Ditiro	That is a great opportunity, well done. ... We will be walking the transition journey together and will try out appropriate behavior as we go and give each other feedback and guidance.	encouraging	motivating/persuading for productive relationships	pro-acting
<b>27-Oct-15</b>	Tue, Oct 27, 2015 at 8:22 AM	Alois/Ditiro	That is a great opportunity, well done. The fundamental leadership responsibility of getting results through others will remain the same but will be amplified. Your direct reports are going to be critical: how you influence them, coach them, give them support and grow them. They will be the conduits of your leadership....	advising	nurturing/building productive relationships	re-acting
<b>28-Oct-15</b>	Wed, Oct 28, 2015 at 2:16 AM	Alois/Ditiro	Agree in all that you mentioned. Will keep you posted.	agreeing/concurrence	nurturing/building productive relationships	re-acting
<b>28-Oct-15</b>	Wed, Oct 28, 2015 at 2:16 AM	Alois/Petunia	If I get you well, you are focusing on being able to influence more and dealing with conflict and or objections. Why is this important for you?	questioning	conserving/controlling for results by all means necessary	re-acting
<b>28-Oct-15</b>	Wed, Oct 28, 2015 at 2:16 AM	Alois/Petunia	If I get you well, you are focusing on being able to influence more and dealing with conflict and or objections. Why is this important for you?	reflecting back	nurturing/building productive relationships	re-acting
<b>28-Oct-15</b>	Wed, Oct 28, 2015 at 2:16 AM	Alois/Petunia	If I get you well, you are focusing on being able to influence more and dealing with conflict and or objections. Why is this important for you?	summarising	nurturing/building productive relationships	re-acting
<b>1-Nov-15</b>	Sun, Nov 1, 2015 at 11:52 PM	Alois/Mpho	How are you doing? Any thoughts regarding the adaptive change goal? I am there to guide if need be.	expediting	marshaling/asserting for results by all means necessary	pro-acting
<b>2-Nov-15</b>	Mon, Nov 2, 2015 at 3:13 AM	Alois/Daniel	..... Just create your private email address and let me know.	directing	marshaling/asserting for results by all means necessary	pro-acting

<b>2-Nov-15</b>	Mon, Nov 2, 2015 at 3:13 AM	Alois/Daniel	I hope you managed and are one of the anonymous participants on board. If not and you would still want to participate, you are still welcome to come on board. ....	inviting	motivating/persuading for productive relationships	pro-acting
<b>2-Nov-15</b>	Mon, Nov 2, 2015 at 3:13 AM	Alois all/Beverly	I would want to be a proactive leader.	aspiring	marshaling/asserting for results by all means necessary	pro-acting
<b>2-Nov-15</b>	Mon, Nov 2, 2015 at 3:13 AM	Alois all/Beverly	would want to be a proactive leader. I have been in full time private practice as an industrial psychologist for some 6 years or so and am aware that I have not realised the full potential of what I can contribute to organisations. If I engaged Proactive leadership behaviour, I think I would be more impactful.	introspection	conserving/controlling for results by all means necessary	re-acting
<b>3-Nov-15</b>	Tue, Nov 3, 2015 at 10:45 PM	Alois/Ditiro	Hello, I have been out. Surely, I am interested on identifying my leadership profile. I will appreciate that a lot.	civility	conserving/controlling for results by all means necessary	re-acting
<b>3-Nov-15</b>	Tue, Nov 3, 2015 at 10:45 PM	Alois/Ditiro	Hello, I have been out...	informing	conserving/controlling for results by all means necessary	re-acting
<b>3-Nov-15</b>	Tue, Nov 3, 2015 at 10:45 PM	Alois/Petunia	I'll be happy to take the PDA Assessment.	informing	conserving/controlling for results by all means necessary	re-acting
<b>4-Nov-15</b>	Wed, Nov 4, 2015 at 7:07 AM	Alois/Ditiro	.... I will send you the link to do the PDA. ...	informing	conserving/controlling for results by all means necessary	re-acting
<b>4-Nov-15</b>	Wed, Nov 4, 2015 at 7:07 AM	Alois/Ditiro	Great, I will send you the link to do the PDA. Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>4-Nov-15</b>	Wed, Nov 4, 2015 at 7:07 AM	Alois/Petunia	I will send you a link to complete the PDA. It needs about 10 minutes uninterrupted time.	informing	conserving/controlling for results by all means necessary	re-acting
<b>4-Nov-15</b>	Wed, Nov 4, 2015 at 7:07 AM	Alois/Petunia	I will send you a link to complete the PDA. It needs about 10 minutes uninterrupted time.	guiding	nurturing/building productive relationships	re-acting

<b>6-Nov-15</b>	Fri, Nov 6, 2015 at 7:13 AM All	Alois/Petunia	All done ...	informing	conserving/controlling for results by all means necessary	re-acting
<b>9-Nov-15</b>	Mon, Nov 9, 2015 at 2:32 AM	Alois/Petunia	..... Does the picture of you come across as accurate? Is there anything in your profile that you might want to change?	questioning	conserving/controlling for results by all means necessary	re-acting
<b>9-Nov-15</b>	Mon, Nov 9, 2015 at 2:32 AM	Alois/Petunia	... Attached is the graphic profile. This will be very fertile information for discussion in your developmental journey. ..	concrete support	nurturing/building productive relationships	re-acting
<b>9-Nov-15</b>	Mon, Nov 9, 2015 at 2:32 AM	Alois/Ditiro	You will have received brief feedback on your profile. Attached is a graphic form.	concrete support	nurturing/building productive relationships	re-acting
<b>9-Nov-15</b>	Mon, Nov 9, 2015 at 2:32 AM	Alois/Ditiro	.... Does the profile appear to be accurate? What would you change/what area would you like to grow? Best regards	questioning	conserving/controlling for results by all means necessary	re-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:14 AM	Alois/Petunia	.... Generally, I can identify with most of its findings. I don't quite agree with the gravity of the low scoring aspects, some of them I actually perceive to be my strengths e.g. #s 4, 13, 16 and 1.	disagreeing	marshaling/asserting for results by all means necessary	pro-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:14 AM	Alois/Masunga	I have sent you the link. It will be coming from my portal at PDA International. Give yourself about 10 minutes of uninterrupted time. Be open and spontaneous. Best regards	explaining	conserving/controlling for results by all means necessary	re-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:14 AM	Alois/Masunga	I have sent you the link. It will be coming from my portal at PDA International. Give yourself about 10 minutes of uninterrupted time. Be open and spontaneous. Best regards	informing	conserving/controlling for results by all means necessary	re-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:14 AM	Alois/Petunia	Thanks for the article, .... Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:26 AM	Alois/Masunga	I would be interested in taking the PDA. Please facilitate for me to have access to it	informing	conserving/controlling for results by all means necessary	re-acting
<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:26 AM	Alois all/Beverly	This is an interesting article about adaptiveness. What do you think?	concrete support	nurturing/building productive relationships	re-acting

<b>10-Nov-15</b>	Tue, Nov 10, 2015 at 5:30 AM	Alois/Masunga	This is an interesting article about adaptiveness. What do you think?	concrete support	nurturing/building productive relationships	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	... You make a fundamental point "The question is how we shift from team members to Leadership." I think that point will enhance your leadership behavioural change goal. Please find a way of incorporating that thought into your change goal.	guiding	nurturing/building productive relationships	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	I could not have put it any better Ditiro. ... You make a fundamental point "The question is how we shift from team members to Leadership." I think that point will enhance your leadership behavioural change goal. Please find a way of incorporating that thought into your change goal.	praise	motivating/persuading for productive relationships	pro-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	I could not have put it any better Ditiro. ... You make a fundamental point ...	civility	conserving/controlling for results by all means necessary	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	I could not have put it any better Ditiro. .... I think that point will enhance your leadership behavioural change goal. Please find a way of incorporating that thought into your change goal.	encouraging	motivating/persuading for productive relationships	pro-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	Yes, is accurate, I need to initiate and persuade more to improve my profile and grow as a leader.	informing	conserving/controlling for results by all means necessary	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	Yes, is accurate, I need to initiate and persuade more to improve my profile and grow as a leader.	agreeing	nurturing/building productive relationships	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	.... You make a fundamental point "The question is how we shift from team members to Leadership." I think that point will enhance your leadership behavioural change goal. Please find a way of incorporating that thought into your change goal.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:43 AM	Alois/Ditiro	.... You make a fundamental point "The question is how we shift from team members to Leadership." I think that point will enhance your leadership behavioural change goal. Please find a way of incorporating that thought into your change goal.	questioning	conserving/controlling for results by all means necessary	re-acting

<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Petunia	... The report suggests that you are inclined to be analytical and calm and will tend to be less competitive and extroverted i.e. you would prefer to use the sniper rifle. What do you think? The point of this assessment was to assist you to identify an area that you accept as being not naturally your strength so that you build it and diversify your behavioural skills set. Assuming the report was reasonable correct, would I be right that you want to excel more at AK47 type behaviour? ...	questioning	conserving/controlling for results by all means necessary	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Ditiro	... Leadership fundamentals tells us about the journey from team member to team leader, where we are and where we want to go. We should do away from tasks and lead. We must be bridges and connect people so that we all grow. According to IBARRA we should not stack on what we know better. ....	explaining	conserving/controlling for results by all means necessary	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Petunia	... Consider the following scenario: if you were at war, what gun would you prefer to use, 1. A sniper rifle where there is less activity but more precision (great in conventional war) or 2. An AK47 where there you correct your aim on-the-go (great in guerrilla warfare)? The report suggests that you are inclined to be analytical and calm and will tend to be less competitive and extroverted i.e. you would prefer to use the sniper rifle. What do you think? ..	guiding	nurturing/building productive relationships	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Petunia	The behavioural inclinations in isolation are neither positive nor negative: the situation will determine what is more appropriate. When people are aware, they can change their behaviours. It is very conceivable that there are areas where your actual behavioural score is higher than your natural personality score. That is what adaptability is all about. It is important to be aware of your default behavioural profile since it may not be the most appropriate at times.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Ditiro	Very true, .... Great insight you know.	civility	conserving/controlling for results by all means necessary	re-acting

<b>12-Nov-15</b>	Thu, Nov 12, 2015 at 1:57 AM	Alois/Petunia	... I have generated another chart that depicts your results in a more summarised form. It may assist in formulating your behavioural change goal.	concrete support	nurturing/building productive relationships	re-acting
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	It is important to be aware of your default behavioural profile since it may not be the most appropriate at times. Consider the following scenario: if you were at war, what gun would you prefer to use, 1. A sniper rifle where there is less activity but more precision (great in conventional war) or 2. An AK47 where there you correct your aim on-the-go (great in guerrilla warfare)? The report suggests that you are inclined to be analytical and calm and will tend to be less competitive and extroverted i.e. you would prefer to use the sniper rifle. The point of this assessment was to assist you to identify an area.... I think you are at a good position to articulate a behavioural change goal. What is it? Don't worry about the wording, we can make refinements. You said, "I need to initiate and persuade more to improve my profile and grow as a leader". Is that it? Best regards	guiding	nurturing/building productive relationships	re-acting
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	The report suggests that you are inclined to be analytical and calm and will tend to be less competitive and extroverted i.e. you would prefer to use the sniper rifle.... You point out the need to 'initiate' more and to 'persuade', in other words you want to excel more at some AK47 type behaviour? You want to increase the extent of proactivity that you display with respect to the tasks and in relation to the people you interact with or have to interact with. .... You said, "I need to initiate and persuade more to improve my profile and grow as a leader". Is that it?	summarising	nurturing/building productive relationships	re-acting
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	I think you are at a good position to articulate a behavioural change goal. What is it? Don't worry about the wording, we can make refinements. You said, "I need to initiate and persuade more to improve my profile and grow as a leader". Is that it? Best regards	encouraging	motivating/persuading for productive relationships	pro-acting
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	It is important to be aware of your default behavioural profile since it may not be the most appropriate at times. Consider the following scenario: if you were at war, what gun would you prefer	advising	nurturing/building productive relationships	re-acting

			to use, 1. A sniper rifle where there is less activity but more precision (great in conventional war) or 2. An AK47 where there you correct your aim on-the-go (great in guerrilla warfare)?			
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	The behavioural inclinations in isolation are neither positive nor negative: the situation will determine what is more appropriate. When people are aware, they can change their behaviours. It is very conceivable that there are areas where your actual behavioural score is higher than your natural personality score. That is what adaptability is all about. It is important to be aware of your default behavioural profile since it may not be the most appropriate at times. Consider the following scenario: if you were at war, what gun would you prefer to use, 1. A sniper rifle where there is less activity but more precision (great in conventional war) or 2. An AK47 where there you correct your aim on-the-go (great in guerrilla warfare)?	explaining	conserving/controlling for results by all means necessary	re-acting
<b>13-Nov-15</b>	Fri, Nov 13, 2015 at 12:16 AM	Alois/Ditiro	You point out the need to 'initiate' more and to 'persuade', in other words you want to excel more at some AK47 type behaviour? You want to increase the extent of proactivity that you display with respect to the tasks and in relation to the people you interact with or have to interact with. .... You said, "I need to initiate and persuade more to improve my profile and grow as a leader". Is that it? Best regards	reflecting back	nurturing/building productive relationships	re-acting
<b>16-Nov-15</b>	Mon, Nov 16, 2015 at 1:23 AM	Alois/Masunga	Good Morning, I just took the PDA assessment and I am not sure if I did it right as it only asked me three questions that is to fill out 1. what I thought people thought of me 2. what I thought of myself 3.a description of myself Is that all or have I missed a section and need to start again? Thanks	seeking assistance	conserving/controlling for results by all means necessary	re-acting
<b>16-Nov-15</b>	Mon, Nov 16, 2015 at 9:14 AM	Alois/Masunga	.. I have gone into the PDA system and there is a consistent report on you. It appears consistent too with your self-description. .... It is the words that you chose that depict your behavioural profile. If you did not make those word choices then the report is not about you.	explaining	conserving/controlling for results by all means necessary	re-acting



<b>16-Nov-15</b>	Mon, Nov 16, 2015 at 9:14 AM	Alois/Masunga	.... You took 8 minutes to do the assessment and made all the necessary word choices from provided options in relation to questions 1 &.	feedback	nurturing/building productive relationships	re-acting
<b>16-Nov-15</b>	Mon, Nov 16, 2015 at 9:14 AM	Alois/Masunga	...You should also have received a summary description of your profile: does it appear to be on the right track in describing you? Please let me have feedback.	questioning	conserving/controlling for results by all means necessary	re-acting
<b>17-Nov-15</b>	Tue, Nov 17, 2015 at 11:29 PM	Alois/Masunga	... Generally, the teams I have overseen have been from 7 upwards. When I was district manager my team was in total was about 110 with 6 managers but I guess size can be relative.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>17-Nov-15</b>	Tue, Nov 17, 2015 at 11:29 PM	Alois/Petunia	..... that if I had to choose top trait to develop it would be number 15. Second to that would be number 1, and thirdly I say 15 because it is something that I have to consciously and deliberately tell myself/encourage to do at work. .... I would like to know if the practices I employ to address this at work, are effective or if there are better skills to use.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>17-Nov-15</b>	Tue, Nov 17, 2015 at 11:29 PM	Alois/Petunia	..... I would like to know if the practices I employ to address this at work, are effective or if there are better skills to use.	inviting	motivating/persuading for productive relationships	pro-acting
<b>17-Nov-15</b>	Tue, Nov 17, 2015 at 11:29 PM	Alois/Masunga	Good morning .... Thanks	civility	conserving/controlling for results by all means necessary	re-acting
<b>17-Nov-15</b>	Tue, Nov 17, 2015 at 11:29 PM	Alois/Petunia	Thank you for the chart, .... I 100% agree, .... Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>19-Nov-15</b>	Thu, Nov 19, 2015 at 6:27 AM	Alois/Masunga	.... Look up the definition of that trait. It enhances one's people orientation.	advising	nurturing/building productive relationships	re-acting
<b>19-Nov-15</b>	Thu, Nov 19, 2015 at 6:27 AM	Alois/Masunga	I have attached a depiction of your behavioural profile that may assist in formulating a behavioural change goal for yourself. .... I suggest that you formulate a goal around increasing your patience (8). Look up the definition of that trait. It enhances one's people orientation. ....	concrete support	nurturing/building productive relationships	re-acting

<b>19-Nov-15</b>	Thu, Nov 19, 2015 at 6:27 AM	Alois/Masunga	Your profile indicates that you are action oriented and are likely to be impatient with those who move on the slow lane. You do not 'suffer fools' well;) Traits 5, 6, 7, and 8 are important in team membership. .... You have a people orientation around influencing and persuading others (extroversion). Overall your task orientation is prominent: you are results oriented, dynamic, expeditious and will tend not to shy away from conflict.	summarising	nurturing/building productive relationships	re-acting
<b>19-Nov-15</b>	Thu, Nov 19, 2015 at 6:27 AM	Alois/Masunga	.... Overall your task orientation is prominent: you are results oriented, dynamic, expeditious and will tend not to shy away from conflict. What do you think? Should the focus be on (8)? 5,6, & 7 are also viable options. Let's talk,	guiding	nurturing/building productive relationships	re-acting
<b>20-Nov-15</b>	Fri, Nov 20, 2015 at 10:36 AM	Alois/Petunia	Please forgive me for the late response and for not attaching the chart. .... Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>20-Nov-15</b>	Fri, Nov 20, 2015 at 10:36 AM	Alois/Petunia	Please forgive me for the late response and for not attaching the chart. What I see in your results is a profile of a developer of people, a counselor leader and, a cautious decision maker. You are very right in saying that you will want to consider one trait of your low score areas to develop such that your adaptive leadership is enhanced. It could be around trait 1, 16, or 14. It is in that part of the circle where you have your lowest scores. Look at the detailed descriptions of each trait. I would recommend that you go for 15 but the call is yours. I think you have sound foundation inclinations for determination and you can grow it to equip you with the AK47 attributes. What do you think? Let's talk. Best regards	encouraging	motivating/persuading for productive relationships	pro-acting
<b>20-Nov-15</b>	Fri, Nov 20, 2015 at 10:36 AM	Alois/Petunia	.... What do you think? Let's talk. .	inviting	motivating/persuading for productive relationships	pro-acting
<b>25-Nov-15</b>	Wed, Nov 25, 2015 at 11:56 PM	Alois/Petunia	.... Given our discussions this far I would like to suggest a behavioural change goal statement for you: "I aim to make things happen. I shall be a firm and active leader. Initiative, determination and dynamism shall be my defining traits. While maintaining wisely pleasant relationships with others, I aim to get	reflecting back	nurturing/building productive relationships	re-acting

			swift results and shall strive to win in competitive situations. I will get things going and I shall not allow delays and inaction. I will be energetic. I shall engage quick adaptations and, shall do all it takes to achieve priority issues rapidly." ..			
<b>25-Nov-15</b>	Wed, Nov 25, 2015 at 11:56 PM	Alois/Petunia	..... Given our discussions this far I would like to suggest a behavioural change goal statement for you: "I aim to make things happen. I shall be a firm and active leader. Initiative, determination and dynamism shall be my defining traits. While maintaining wisely pleasant relationships with others, I aim to get swift results and shall strive to win in competitive situations. I will get things going and I shall not allow delays and inaction. I will be energetic. I shall engage quick adaptations and, shall do all it takes to achieve priority issues rapidly." ...	concrete support	nurturing/building productive relationships	re-acting
<b>25-Nov-15</b>	Wed, Nov 25, 2015 at 11:56 PM	Alois/Petunia	..... Make any changes you see fit, perhaps make it more compact rather than a paragraph as I have done.	guiding	nurturing/building productive relationships	re-acting
<b>25-Nov-15</b>	Wed, Nov 25, 2015 at 11:56 PM	Alois/Petunia	You are advancing well. Not to worry about the report. Things will get clearer as we go. ...	encouraging	motivating/persuading for productive relationships	pro-acting
<b>5-Jan-16</b>	Tue, Jan 5, 2016 at 11:58 PM	Alois/Ditiro	... Very interesting and a well thought suggestions. ... regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>5-Jan-16</b>	Tue, Jan 5, 2016 at 11:58 PM	Alois/Ditiro	Had been busy with sales now I am settling and we can talk more.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>5-Jan-16</b>	Tue, Jan 5, 2016 at 11:58 PM	Alois/Ditiro	Had been busy with sales now I am settling and we can talk more.	informing	conserving/controlling for results by all means necessary	re-acting
<b>10-Jan-16</b>	Sun, Jan 10, 2016 at 11:45 PM	Alois/Petunia	.. Today is my first day back at work.	informing	conserving/controlling for results by all means necessary	re-acting
<b>10-Jan-16</b>	Sun, Jan 10, 2016 at 11:45 PM	Alois/Petunia	... Indeed, I am ready to progress with the journey in full swing! .... I think I will enjoy the read....	aspiring	marshaling/asserting for results by all means necessary	pro-acting

<b>10-Jan-16</b>	Sun, Jan 10, 2016 at 11:45 PM	Alois/Petunia	.... Today is my first day back at work. .... Apologies for not responding to the last email, the wind-down to the year was quite hectic at work. I am not able to open the link on my work computer but will have a read later today at home. ....	explaining away	nurturing/building productive relationships	re-acting
<b>10-Jan-16</b>	Sun, Jan 10, 2016 at 11:45 PM	Alois/Petunia	.... In terms of the process, what steps are next for us?	seeking assistance	conserving/controlling for results by all means necessary	re-acting
<b>10-Jan-16</b>	Sun, Jan 10, 2016 at 11:45 PM	Alois/Petunia	Compliments for the new year! .... Apologies for not responding to the last email, ....	civility	conserving/controlling for results by all means necessary	re-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Petunia	.... I fear that participants may not realise the value of what I am proposing. In a sense I fear rejection. I do not like the fact that this is a voluntary process and I do not have control over the participation process. I accept however that this participatory and democratic approach is the ideal way. Bottom line is I am not pushing as I would normally do.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Petunia	.... What are some of the things you currently do which you think are not helping in the quest suggested by your behavioural goal? Also consider the things that you don't do that are equally unhelpful. Keep my rumbling expansion of you goal statement in the background.	guiding	nurturing/building productive relationships	re-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Petunia	.... What are some of the things you currently do which you think are not helping in the quest suggested by your behavioural goal? ..	questioning	conserving/controlling for results by all means necessary	re-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Petunia	..... It would be better if it could be more condensed. I don't think we will spend much more time on this aspect though we can make refinements as we go. The important thing is to have sufficient clarity about the behavioural change we are targeting. We move now to exploring current reality. I have tried to do that with respect to myself at the onset of this email. ....	explaining	conserving/controlling for results by all means necessary	re-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Petunia	Great Petunia, great. .... Best regards	civility	conserving/controlling for results by all means necessary	re-acting

<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Ditiro	But let us talk about your process. I would like to go back to your succinct goal statement of 13 November 2015 where you said: "I need to initiate and persuade more to improve my profile and grow as a leader". What are some of the things you currently do which you think are not helping in this quest? Also consider the things that you don't do that are equally unhelpful. Keep my rumbling expansion of you goal statement in the background.	reflecting back	nurturing/building productive relationships	re-acting
<b>11-Jan-16</b>	Mon, Jan 11, 2016 at 9:48 AM	Alois/Ditiro	Our project aims to guide and persuade the facilitation's participants to carry through their change intentions, to enable them to influence me and all the other participants to grow towards our set goals for becoming more adaptive managers. For my part the question is why have I not been doing such effectively? I fear that participants may not realise the value of what I am proposing. In a sense I fear rejection. I do not like the fact that this is a voluntary process and I do not have control over the participation process. I accept however that this is the correct approach. Bottom line is I am not pushing as I would normally do.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>12-Jan-16</b>	Tue, Jan 12, 2016 at 11:58 PM	Alois/Ditiro	... Looking at my goal statement I believe I should come out with ideas that I think can help the business going forward. .... What I actually don't want to do frequently is threatening people with disciplinary and making them work under fear of losing their job if they don't produce. I want them to know and understand why we are doing what we are doing and take responsibility of their job.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>12-Jan-16</b>	Tue, Jan 12, 2016 at 11:58 PM	Alois/Ditiro	.... The employee should also be d or reminded of the importance of working towards the proposed route. What I have realized is that some people need to be constant coaching. If you give them space to see if they can do what we taught them, they simply ignore until you notice that on your follow-ups. On that note people also grab much on job coaching as opposed to maybe telling them what to do. They want to see you doing then is easy for them to do the same. ...	explaining	conserving/controlling for results by all means necessary	re-acting
<b>12-Jan-16</b>	Tue, Jan 12, 2016 at 11:58 PM	Alois/Ditiro	Hello Aloisious, Compliments.	civility	conserving/controlling for results by all means necessary	re-acting

<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Nakedi	.... Don't worry about the wording as long as you put down your thoughts. We will refine it as we go. ..	reassuring	nurturing/building productive relationships	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Nakedi	.... It will be my pleasure to work with you in your journey of change.	civility	conserving/controlling for results by all means necessary	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Nakedi	... Our plan is to facilitate growth in your leadership behaviours. ....	explaining	conserving/controlling for results by all means necessary	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Ditiro	..... If I could paraphrase, you want to "be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in employees that you lead".	summarising	nurturing/building productive relationships	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Nakedi	Tue, Jan 19, 2016 at 3:57 AM ..... If we refer back to your PDA, you are task oriented and a cautious risk taker. When we talked, we discussed that you may want to have a goal along the lines of "increasing your persuading and influencing behavioural skills". That would require you to be more extroverted and patient in order to engage others more effectively. ...	reflecting back	nurturing/building productive relationships	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Nakedi	Tue, Jan 19, 2016 at 3:57 AM We should start our discussion online and possibly have a face to face meeting next week some time. For now, let's do a recap and focus our thoughts. Our plan is to facilitate growth in your leadership behaviours. What kind of change would you like to see in your behaviours? If we refer back to your PDA, you are task oriented and a cautious risk taker. When we talked, we discussed that you may want to have a goal along the lines of "increasing your persuading and influencing behavioural skills". That would require you to be more extroverted and patient in order to engage others more effectively. Give me in your own words what is your behavioural change goal. Don't worry about the wording as long as you put down your thoughts. We will refine it as we go.	guiding	nurturing/building productive relationships	re-acting

<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Ditiro	Tue, Jan 19, 2016 at 3:57 AM Your response offers further insights into what you aim to achieve as a leader/manager. If I could paraphrase, you want to "be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in employees that you lead". Perfect, that fits in well with your earlier formulation of the goal. It is still important for you to reflect on your current behaviour that may be at negative variance of your attainment of your desired leadership behaviour. That makes the platform for change clearer. What do you do for example that might discourage your staff? Let's talk. Best regards	reflecting back	nurturing/building productive relationships	re-acting
<b>19-Jan-16</b>	Tue, Jan 19, 2016 at 3:57 AM	Alois/Ditiro	Your response offers further insights into what you aim to achieve as a leader/manager. If I could paraphrase, you want to "be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in employees that you lead". Perfect, that fits in well with your earlier formulation of the goal. It is still important for you to reflect on your current behaviour that may be at negative variance of your attainment of your desired leadership behaviour. That makes the platform for change clearer. What do you do for example that might discourage your staff? Let's talk. Best regards	guiding	nurturing/building productive relationships	re-acting
<b>20-Jan-16</b>	Wed, Jan 20, 2016 at 12:06 AM	Alois/Nakedi	... How do you feel when you think of making presentations to teams of senior management?	questioning	conserving/controlling for results by all means necessary	re-acting
<b>20-Jan-16</b>	Wed, Jan 20, 2016 at 12:06 AM	Alois/Nakedi	People decide to make behavioural changes but often never do so despite being aware of the benefits of changing or the dangers of not doing so. Intentions are only one element in the processes of change. Other things get in the way such as current behavioural patterns and commitments or loyalties that promote status quo. Over the next three months or so we will use a behavioural change process for breaking out of mental and behavioural vicious circles	explaining	conserving/controlling for results by all means necessary	re-acting

			and, moving towards renewal and adaptive discharge. We will go through the following six steps (of which step one is done but we can always refine it and give it more clarity as we go): 1. Surface and engage the single most powerful make-over for adaptive leadership behaviour 2. Surface and engage behaviours that hinder the dynamic competency goal 3. Surface current underlying commitments and court alternative commitments 4. Surface and engage the big assumptions/convictions 5. Facilitate ongoing tryouts of new behaviours as the channel for change in progress 6. Facilitate data analysis with participants directed at detection and discovery We may therefore go to step two and my question to you is: what do you do or don't do now with respect to persuading and influencing others which you think is unhelpful?			
<b>21-Jan-16</b>	Thu, Jan 21, 2016 at 9:02 AM	Alois/Nakedi	... 1. Internally my adrenaline just boils over and I avoid conflict with those that I believe they are unhelpful. 2. I generally anticipate adverse feedback before I even start a presentation to senior management.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>21-Jan-16</b>	Thu, Jan 21, 2016 at 9:02 AM	Alois/Nakedi	Apologies for the late reply, ... Regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	Please let me know if you need my assistance in any way for you to be able to attend the session.	concrete support	nurturing/building productive relationships	re-acting
<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	..... there will be no sharing of individual insights or personal plans across participants. In essence your individual insights, goals and plans will remain confidential between you and me unless you chose to vary that at any stage. This will be a small group comprised of participants (no more than 6) who have completed the Personal Development Analysis which has been useful in focusing personal growth goals.	reassuring	nurturing/building productive relationships	re-acting
<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	I am glad to be communicating with you. .... Please let me know if you need my assistance in any way for you to be able to attend the session. Best regards,	civility	conserving/controlling for results by all means necessary	re-acting



<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	I am therefore inviting you to a group session for all participants. Naturally all who will attend will get to know who else is embarking on this adaptive leadership facilitation journey but there will be no sharing of individual insights or personal plans across participants.... Please let me know if you need my assistance in any way for you to be able to attend the session.	inviting	motivating/persuading for productive relationships	pro-acting
<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	Participants to the facilitation are at varying stages of the process but overall progress has somewhat stalled. This is no cause for concern but it requires that we vary the facilitation approach accordingly. I am therefore inviting you to a group session for all participants. .... The session will be done over a four-hour morning session starting at 9am and finishing at 1pm. I am proposing morning of the 13 April 2016. During the session you will complete the formulation of your transformational change platform. We will also discuss some theory around adaptive leadership. After the group session, we will embark on the last stage of the facilitation process by engaging in the one-on-one mutual growth facilitation between you and me. There will be a group wrap-up session towards the end of June or beginning of July 2016. This will allow as to engage in mutual reflection and scoping of individual development takeaway action commitments. I am looking forward to seeing you at the session.	informing	conserving/controlling for results by all means necessary	re-acting
<b>4-Apr-16</b>	Mon, Apr 4, 2016 at 4:02 AM	Alois/Ditiro	Please confirm by end of day Friday 8th this week, if you will be able to make it. I will confirm the venue of the session latest end of day Monday 11th, next week. ... Please let me know if you need my assistance in any way for you to be able to attend the session.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>6-Apr-16</b>	Wed, Apr 6, 2016 at 3:00 AM	Alois/Petunia	.... Looking forward to the session. Kind Regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>6-Apr-16</b>	Wed, Apr 6, 2016 at 3:00 AM	Alois/Petunia	The 13th is fine by me.	informing	conserving/controlling for results by all means necessary	re-acting

<b>8-Apr-16</b>	Fri, Apr 8, 2016 at 4:37 AM	Alois/Ditiro	... I moved to another location/site. This is a bigger size in terms of volume and number of people reporting to me. It is a challenge and I want to take it head-on.	aspiring	marshaling/asserting for results by all means necessary	pro-acting
<b>8-Apr-16</b>	Fri, Apr 8, 2016 at 4:37 AM	Alois/Ditiro	Thanks, Aloisious, .... Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>8-Apr-16</b>	Fri, Apr 8, 2016 at 4:37 AM	Alois/Ditiro	.... I moved to another location/site. This is a bigger size in terms of volume and number of people reporting to me. ...	informing	conserving/controlling for results by all means necessary	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 11:51 PM	Alois/Ditiro	... See you tomorrow.	civility	conserving/controlling for results by all means necessary	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 11:51 PM	Alois/Ditiro	Attached is your PDA full report. Please print it and bring it with you tomorrow. Review it in relation to your behavioural change goal. See you tomorrow.	concrete support	nurturing/building productive relationships	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 2:55 AM	Alois/Ditiro	.... I am week old in Gaborone. ....	informing	conserving/controlling for results by all means necessary	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 2:55 AM	Alois/Ditiro	Please let me assist if you need me to (for example if you need authority to be in the session). Are you based out of Gaborone?	concrete support	nurturing/building productive relationships	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 2:55 AM	Alois/Ditiro	Thanks ... See you then.	civility	conserving/controlling for results by all means necessary	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 2:55 AM	Alois/Ditiro	Thanks so much for confirming your attendance. I look forward to seeing you on Wednesday. It will be a privileged for me to walk the new challenges you have with you and I am certain you will be able to guide me likewise as we go.	civility	conserving/controlling for results by all means necessary	re-acting
<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 2:55 AM	Alois/Ditiro	The session will be held in the CCC House Boardroom from 9am to 1pm on Wednesday, 13 April 2016. It has been approved by the Human Resources division and Training & Development department.	informing	conserving/controlling for results by all means necessary	re-acting

<b>11-Apr-16</b>	Mon, Apr 11, 2016 at 9:43 PM	Alois/Ditiro	Great, great.	civility	conserving/controlling for results by all means necessary	re-acting
<b>12-Apr-16</b>	Tue, Apr 12, 2016 at 8:32 AM	Alois/Petunia	.... See you tomorrow.	informing	conserving/controlling for results by all means necessary	re-acting
<b>12-Apr-16</b>	Tue, Apr 12, 2016 at 8:32 AM	Alois/Petunia	Thank you. .... Kind Regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>14-Apr-16</b>	Thu, Apr 14, 2016 at 8:15 AM	Alois/Petunia	I am really bad with checking this email, and even remembering the password! ... Thank you for the full report	civility	conserving/controlling for results by all means necessary	re-acting
<b>14-Apr-16</b>	Thu, Apr 14, 2016 at 8:15 AM	Alois/Petunia	... Please use XXXXX@gmail.com going forward. ...	informing	conserving/controlling for results by all means necessary	re-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 1:32 AM	Alois all/Beverly	Please also access and watch a video by Donna Howes that takes you through the immunity mapping process and will assist you in developing your X ray. Below is the link: <a href="https://www.youtube.com/watch?v=YvEsMp4n4-s">https://www.youtube.com/watch?v=YvEsMp4n4-s</a>	concrete support	nurturing/building productive relationships	re-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 1:32 AM	Alois all/Beverly	Please...	civility	conserving/controlling for results by all means necessary	re-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 12:12 AM	Alois/Petunia	Great Petunia, .... Many thanks. Aloisious	civility	conserving/controlling for results by all means necessary	re-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 12:12 AM	Alois/Petunia	I will do. ...	informing	conserving/controlling for results by all means necessary	re-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 12:55 AM	Alois all/Beverly	Please comment on what transpired, e.g. any insights that you derived, what you did not think made sense, why etc.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 12:55 AM	Alois all/Beverly	I have attached to this email some notes that summarise well Kegan's revolutionary ideas on adult development and contains samples of the immunity map. Pay particular attention to the	concrete support	nurturing/building productive relationships	re-acting

			"junior partner's X-ray" as it contains all 4 columns of the immunity map.			
<b>15-Apr-16</b>	Fri, Apr 15, 2016 at 12:55 AM	Alois all/Beverly	Thank you very much for your participation in the Wednesday session and to Beverly for all the provisions. ... Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	.... I learnt that to be introverts doesn't mean you are fool. We need to balance between proactiveness and reactive because they all have their good and bad, depending on the issue in hand. ....	self-reassuring	marshaling/asserting for results by all means necessary	pro-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	.... Another element is that we are not confident whether we will win the war because of lack of that ability to be truly sure that this is it what I 'm doing. We don't want to take risks in life. Your life experiences that you shared were also inspiring, sometimes it is good to have experiences such as those as they teach us life as well. ...	explaining	conserving/controlling for results by all means necessary	re-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	..... This tells me that if people are aware and determine to go extra mile, they can do that. There is this question " why are we still stacked in one area? Most of time we fear challenge, when issues confront us, we concluded that God don't like us, how can he let problem make u suffer. I only learnt that these problems most of the time make us real human beings. Is up to us to be prepared to face them head-on. Another element is that we are not confident whether we will win the war because of lack of that ability to be truly sure that this is it what I 'm doing. We don't want to take risks in life. Your life experiences that you shared were also inspiring, sometimes it is good to have experiences such as those as they teach us life as well. I learnt that to be introverts doesn't mean you are fool. We need to balance between proactiveness and reactive because they all have their good and bad, depending on the issue in hand. To be able to go beyond our 45 years, we need strong minds, good health and takes any challenge as an opportunity. Regards	summarising	nurturing/building productive relationships	re-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	Aloisious, ... To be able to go beyond our 45 years, we need strong minds, good health and takes any challenge as an opportunity. Regards	advising	nurturing/building productive relationships	re-acting

<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	Aloisious, this was a great session indeed and it's really an air opener for me. ...	feedback	nurturing/building productive relationships	re-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	Aloisious, this was a great session indeed and it's really an air opener for me. ... Regards	praise	motivating/persuading for productive relationships	pro-acting
<b>18-Apr-16</b>	Mon, Apr 18, 2016 at 4:26 AM	Alois/Ditiro	There is this question " why are we still stacked in one area? Most of time we fear challenge, when issues confront us, we concluded that God don't like us, how can he let problem make u suffer.	rhetorical question	motivating/persuading for productive relationships	pro-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	A rough draft is fine, we will polish it as we go. .... Please let me have your draft as soon as you can. Best regards	expediting	marshaling/asserting for results by all means necessary	pro-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	I am an introvert and am learning to reveal myself more in order to engage with others to an extent I have not done before. Your reactions and feedback indicate that this is a useful adaptive behavioural change. I must admit however that whilst I am pleasantly surprised and encouraged by the positive response from those I interact with like yourself, I am still finding it emotionally taxing to do so since ordinarily I would not do it. In a sense I am still scared to open up but as I am finding that such fears may have no objective justification and are limiting my effectiveness as an influencing and persuasive leader (these are thoughts that are part of my X ray). My behavioural change goal and yours are similar.	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	... No need; use the AK47 approach, it is ok if you miss a point or two, you will be in the general area and corrections will be made on the go. Please let me have your draft as soon as you can. Best regards	informing	conserving/controlling for results by all means necessary	re-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	A rough draft is fine, we will polish it as we go. Remember your natural reaction is likely to be to come up with a perfect document (sniper rifle approach). No need; use the AK47 approach, it is ok if you miss a point or two, you will be in the general area and corrections will be made on the go.	guiding	nurturing/building productive relationships	re-acting

<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	A rough draft is fine, we will polish it as we go. Remember your natural reaction is likely to be to come up with a perfect document (sniper rifle approach). No need; use the AK47 approach, it is ok if you miss a point or two, you will be in the general area and corrections will be made on the go.	reassuring	nurturing/building productive relationships	re-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	A rough draft is fine, we will polish it as we go. Remember your natural reaction is likely to be to come up with a perfect document (sniper rifle approach). No need; use the AK47 approach, it is ok if you miss a point or two, you will be in the general area and corrections will be made on the go.	reassuring	nurturing/building productive relationships	re-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	Come up with the remaining three columns of your X ray: 2. what you are doing/not doing with respect to your goal; 3 what hidden commitments you may have and; 4 the big assumptions that you hold that keep you "staked in current status".	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	Thanks so much for a solid summation of key lessons from our session and your reassuring words about me. .... Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>19-Apr-16</b>	Tue, Apr 19, 2016 at 11:52 PM	Alois/Ditiro	Your reactions and feedback indicate that this is a useful adaptive behavioural change.	feedback	nurturing/building productive relationships	re-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 1:35 AM	Alois/Ditiro	.... Fear of unknown: What will be the outcomes if I did it my way, Lose job? Lack of confidence: Not sure of what I am doing, Poor Planning: I did not start things well from the beginning. Doing thing only according to Boss's plan. These are the thing that staked me in my current situation. ...	insecurity	conserving/controlling for results by all means necessary	re-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 1:35 AM	Alois/Ditiro	..... (Risk taking) You know I am already thing about 'what if doesn't work'. When we are in meetings, sometimes I have solutions and because of the fear to talk, I don't bring them up and will be frustrated when I get home, blaming myself for not helping the business. ... I want to break this silence. ... I need to engage much with good people (create time to meet the, Make appointments)? Make sure I have an input in each discussion? Put forward my options on a subject and believe in myself (Persuades on matter that I believe on) ....	aspiring	marshaling/asserting for results by all means necessary	pro-acting

<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 1:35 AM	Alois/Ditiro	... These are the thing that staked me in my current situation. To confront them I need to work hard and I'm willing. I am going to respect people not fearing them. End:	self-reassuring	marshaling/asserting for results by all means necessary	pro-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 1:35 AM	Alois/Ditiro	..... I am going to respect people not fearing them. End:	explaining	conserving/controlling for results by all means necessary	re-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 10:17 AM	Alois/Petunia	Hi All! Just watched the video and it REALLY explains the process quite clearly, I will find time to watch it again. I can see how it really unpacks and unravels the process. I am excited to get started!	encouraging	motivating/persuading for productive relationships	pro-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 11:28 PM	Alois/Beverly	Great stuff Will make time soon. It's been hectic but will make time Regards	praise	motivating/persuading for productive relationships	pro-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 11:28 PM	Alois/Beverly	Great stuff Will make time soon. It's been hectic but will make time Regards	committing	conserving/controlling for results by all means necessary	re-acting
<b>20-Apr-16</b>	Wed, Apr 20, 2016 at 11:28 PM	Alois/Beverly	Great stuff Will make time soon. It's been hectic but will make time Regards	explaining away	nurturing/building productive relationships	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 1:40 AM	Alois/Masunga	Happy to be hearing from you Masunga. Sorry you missed the earlier communication. No, you are not disqualified from participating in the facilitation which is continuing until about end of July. .... I would be happy to give you a quick update such that you go right away into the current part of the facilitation which involves behavioural tryouts to instill behavioural change. Confirm that you would like to resume so that we make commitments to have you back on board. I would like that. Best regards	reassuring	nurturing/building productive relationships	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 1:40 AM	Alois/Ditiro	The group session last month was focused on developing the individual behavioural change goals, looking at why we do not do what we want, what fears we have and what big assumptions hold us back from changing. We use the PDA results to focus our analysis. I would be happy to give you a quick update such that you go right away into the current part of the facilitation which involves behavioural tryouts to instill behavioural change.	informing	conserving/controlling for results by all means necessary	re-acting

<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	... Go against your current and just put down your initial thoughts. We will make refinements as we go. ..	guiding	nurturing/building productive relationships	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	... Go against your current and just put down your initial thoughts. We will make refinements as we go. My intention is that we will all have our X rays by end of next week and then we go for the behavioural tryouts to grow our leadership repertoire (mix/range).	encouraging	motivating/persuading for productive relationships	pro-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	..... I had my first such tryout at our session last week in revealing a lot of personal stuff about me that my introverted nature would ordinarily not allow. I was worried that I could be damaging my reputation with you all particularly Beverly who is my client. But hey, change is risky and you be the judge if that approach at improving my interactiveness and influencing worked. I found it emotionally exhausting but felt that as a consequence, you all related to me as a person and not 'that guy who does psychometric tests'....	self-disclosure	motivating/persuading for productive relationships	pro-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	Thanks Petunia, .... We will make refinements as we go. ....This forum is and is supposed to be a safe place that will allow us all to grow. .	reassuring	nurturing/building productive relationships	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	..... The one-on-one communication with me will continue and should be used when discussing any matter that you would prefer to remain confidential. I am expecting all the same that we will respect each other's confidentiality in all our interactions throughout the facilitation process and after. This forum is and is supposed to be a safe place that will allow us all to grow.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 2:08 AM	Alois/Petunia	Petunia, that feedback is helpful to the team. .... Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 9:56 AM	Alois/Masunga	.... The group session last month was focused on developing the individual behavioural change goals, looking at why we do not do what we want, what fears we have and what big assumptions hold us back from changing. We use the PDA results to focus our analysis...	explaining	conserving/controlling for results by all means necessary	re-acting



<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 9:56 AM	Alois/Masunga	Happy to be hearing from you Masunga. Sorry you missed the earlier communication. ... Confirm that you would like to resume so that we make commitments to have you back on board. I would like that. Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 2016 at 9:56 AM	Alois/Kgosi	Hope you are well. .... Looking forward to seeing you and best regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>21-Apr-16</b>	Thu, Apr 21, 21016 at 2:45 AM	Alois/Ditiro	Still running around will watch soon	informing	conserving/controlling for results by all means necessary	re-acting
<b>26-May-16</b>	Thu, May 26, 2016 at 6:05 AM	Alois/Masunga	.... What does this mean for me? Am I still part of the survey or I have been disqualified	aspiring	marshaling/asserting for results by all means necessary	pro-acting
<b>26-May-16</b>	Thu, May 26, 2016 at 6:05 AM	Alois/Masunga	Good Afternoon I have just read your email now and believe I must have missed the session you spoke about on the email. What does this mean for me? Am I still part of the survey or I have been disqualified Thanks	civility	conserving/controlling for results by all means necessary	re-acting
<b>26-May-16</b>	Thu, May 26, 2016 at 6:07 AM	Alois/Masunga	... I am happy with the above.	informing	conserving/controlling for results by all means necessary	re-acting
<b>26-May-16</b>	Thu, May 26, 2016 at 6:07 AM	Alois/Masunga	Good Afternoon I am happy with the above. Thanks	civility	conserving/controlling for results by all means necessary	re-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 1:46 AM	Alois/Kgosi	Good morning, Received, thank you.	civility	conserving/controlling for results by all means necessary	re-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 1:56 AM	Alois/Mary	Morning Aloisious Noted and thanks Regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Kgosi	I have complied below your insights of the session as you recorded them and your initial draft of the X ray (immunity map). I have made some comments/suggestions on the X ray that may assist you in making refinements. 1 - Your insights from the session last week: The intervention gives hope that complexity can be dealt	reflecting back	nurturing/building productive relationships	re-acting

			<p>with, something can be done. Leadership should be about making sense of what is happening (meaning) but the current or most attention is being paid to coercion and control. Embracing diversity is key. The frustration is that people do not want to change. Exposure creates awareness. Self-transformation goes beyond self actualisation. People are capable of holding more than one system at once (very true - my comment). 2 - Your X ray first draft: Column 1: I would like to improve my listening skills and to be patient Column 2: Quick decision making. Results oriented. Trust. Column 3: May miss out on hitting the targets, fear of failure, I trust myself more than others, taking too long on one thing. 3 - My comments/suggestions Your PDA suggests that you are action oriented, a risk taker and an influencer/persuader (in essence you see the glass as both half empty and half full and approach life's challenges with an AK 47 approach). With regard to your behavioural change goal (column 1) would I be right to suggest that you want to develop others by enhancing your patience and listening skills? With regards to what you do/don't do, I hear you to be saying that you are inclined to use the AK 47 and want results now. With regards to your commitments (column 3) Do you focus a lot on grabbing the moment/opportunity, sticking the iron whilst the iron is hot? What is the downside of that? With regards to the big time bad/ big assumptions (column 4) you make a pertinent comment in your column three about 'trusting yourself more than others', you could be a maverick, a lone ranger but as your goal implies you are a leader and need to take along others? what makes you tend to rely more on your own steam? I have attached notes on the immunity map that can assist you in making refinements.</p>			
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Mary	<p>I have complied below your insights of the session as you recorded them and your initial draft of the X ray (immunity map). ... I have attached notes on the immunity map that can assist you in making refinements. At the end there are links to three videos of interest particularly the one by Donna Howes that we watched.</p>	concrete support	nurturing/building productive relationships	re-acting

<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Peter	.. I have complied below your insights of the session as you recorded them. I have made some comments/suggestions on the X ray (immunity map) that may assist you in crafting yours. 1 - Your insights from the facilitation session: Be adaptive to suite your goal, to meet your target. Continuously learn and adapt. Be best equipped to adapt. 2 - My suggestions for developing your X ray: With regards to your goal (column 1) you may want to learn to deploy the AK 47, right? You may want to be more expeditious and grab opportunities as they arise? Am I on the right track? With regards to what you do and do not do (column 2) do you tend to seek a lot of confirmatory data before deciding? Do you procrastinate? Do you hate being rushed? With regards to your commitments/fears (column 3) why does unstructured action worry you? What is the worst thing that you think would happen if you were wrong or failed? What do you think will come apart if you took a risk? With regards to your big time bad/assumptions (column 4) Why do you believe the sniper rifle is preferable to the AK 47? Why does risk taking not seat well with you? I have attached notes on the immunity map that can assist you in making refinements. At the end there are links to three videos of interest particularly the one by Donna Howes that we watched. You have already articulated most of what is required. ..	concrete support	nurturing/building productive relationships	re-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Mary	..... You have already articulated most of what is required. Let me have you feedback as soon as you can. The process is on and I am glad to be sharing the change journey with you.	encouraging	motivating/persuading for productive relationships	pro-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Kgosi	Let me have you feedback as soon as you can. The process is on and I am glad to be sharing the change journey with you. Best regards	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Mary	Thank you for attending the facilitation session and for your active participation. .... The process is on and I am glad to be sharing the change journey with you. Best regards	civility	conserving/controlling for results by all means necessary	re-acting
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Peter	With regards to your goal (column 1) you may want to learn to deploy the AK 47, right? You may want to be more expeditious and grab opportunities as they arise? Am I on the right track? With	rhetorical question	motivating/persuading for productive relationships	pro-acting

			regards to what you do and do not do (column 2) do you tend to seek a lot of confirmatory data before deciding? Do you procrastinate? Do you hate being rushed? With regards to your commitments/fears (column 3) why does unstructured action worry you? What is the worst thing that you think would happen if you were wrong or failed? What do you think will come apart if you took a risk? With regards to your big time bad/assumptions (column 4) Why do you believe the sniper rifle is preferable to the AK 47? Why does risk taking not seat well with you?			
<b>31-May-16</b>	Tue, May 31, 2016 at 2:43 AM	Alois/Mary	..... With regards to your goal (column 1) would you want to be more spontaneous and to adapt your plan to circumstances as they arise? With regards to what you do/do not do (column 2) do you for example remain focused on your initial arrangements? Do you feel that changing your plans make you feel like you have no focus? How does it feel? With regard to your commitments/fears (column 3) what do you think will the consequences if you did not achieve your set goals? What makes you feel that way? With regard to your big time bad (assumptions, column 3) remember as a sniper rifle, being correct is important but, can you realistically be correct most of the time? ....	questioning	conserving/controlling for results by all means necessary	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 1:50 AM	Alois/Ditiro	I have attached a copy of your X ray derived from our discussion from the onset of the facilitation process. The first row contains your own words and the second row summarises your thoughts as inferred.	summarising	nurturing/building productive relationships	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 1:50 AM	Alois/Ditiro	Think of behaviours that you could engage in that you ordinarily would not but that would make you persuade others more e.g. speaking out your thoughts spontaneously instead of observing others and only talking when you have your thoughts sorted out. Make small experiments and share your experiences with me.	guiding	nurturing/building productive relationships	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 1:50 AM	Alois/Ditiro	I compliment you for making the commitment. Best regards Aloisious PS: Please say if I misrepresented you in your X ray. I am there to learn too.	encouraging	motivating/persuading for productive relationships	pro-acting

<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 1:50 AM	Alois/Ditiro	I hope you are well. I purposely had gone silent to give you space given your busy schedule.	apologising	nurturing/building productive relationships	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 1:50 AM	Alois/Ditiro	We will grow together. Your behavioural change goal is critical to effective leadership. I compliment you for making the commitment. Best regards Aloisious PS: Please say if I misrepresented you in your X ray. I am there to learn too.	reassuring	nurturing/building productive relationships	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 2:44 AM	Alois/Peter	Sincere apologies Peter, old age is catching up with me. Here we go.	civility	conserving/controlling for results by all means necessary	re-acting
<b>6-Jun-16</b>	Mon, Jun 6, 2016 at 2:44 AM	Alois/Petunia	We are now at the stage to make SMART moves. We want to undertake behavioural change try-outs i.e. safe, modest, actionable, research focused, testing/to experiment (SMART) over the next two months or so. Think of behaviours that you could engage in that you ordinarily would not but that would make you persuade others more e.g. speaking out your thoughts spontaneously instead of observing others and only talking when you have your thoughts sorted out. Make small experiments and share your experiences with me.	explaining	conserving/controlling for results by all means necessary	re-acting
<b>8-Jun-16</b>	Wed, Jun 8, 2016 at 3:31 AM	Alois/Petunia	Thanks for this, I 100% agree with the inference and now have a better basis to complete the first item.	agreeing	nurturing/building productive relationships	re-acting
<b>8-Jun-16</b>	Wed, Jun 8, 2016 at 3:31 AM	Alois/Petunia	Thanks for this, I 100% agree with the inference and now have a better basis to complete the first item. It is really helpful. Thank you for the support! Regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	.... I would most appreciate your candid comments regarding your experience of me as facilitator of the process and any comments you may have regarding the contents of all the column on both tables.	inviting	motivating/persuading for productive relationships	pro-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	..... In particular please go in both your table and mine to the columns and row that I shaded green and share (write down) your thoughts and reactions.	guiding	nurturing/building productive relationships	re-acting

<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	I accept that people see and react to things in a social world uniquely and that everybody is entitled to their views and can assess issues as they see fit. .... I appreciate that our change process is a journey that we have started and never really ends.	acceptance	nurturing/building productive relationships	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	I accept that people see and react to things in a social world uniquely and that everybody is entitled to their views and can assess issues as they see fit. Naturally, effectiveness of perspectives and their evaluations has to take cognisance of prevailing situational and contextual factors and cannot be deemed to be inherent properties of given views or judgments. a) As such, please make any amendments to the contents of the two tables as you see fit .... I appreciate that our change process is a journey that we have started and never really ends. .... I also intend to continue expanding my thoughts and experiences on this subject and would most welcome our continued collaboration. I have been privileged to have worked with you on this topic that is of immense professional interest to me. I have observed and found this to be a leadership development gap (immunity to change) that critically needs to be worked on for the good of industry, organisations and society in general.	reassuring	nurturing/building productive relationships	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	I am glad to be communicating with you again .... Please ... I am most grateful that you volunteered to be part of this inception process in Botswana. .... Best regards,	civility	conserving/controlling for results by all means necessary	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	I am inviting you to the concluding stage of the conversation that began nearly a year ago, October 16, 2015. This will entail final reactions, reflections and discussions. Our dialogue has centred on issues of work and organisational complexity and leadership behavioural change. I have attached a Word file that contains two tables containing my draft summaries of our conversations (you and me) leading to our change X-rays that depict our individual change agendas as discussed and suggested. .... a) As such, please make any amendments to the contents of the two tables as you see fit. b) In particular please go in both your table and	reflecting back	nurturing/building productive relationships	re-acting

			mine to the columns and row that I shaded green and share (write down) your thoughts and reactions.			
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	I therefore invite you to engage me anytime post this round of discussion on any thoughts and developments relating to the subject matter and any related issues. I also intend to continue expanding my thoughts and experiences on this subject and would most welcome our continued collaboration.	concrete support	nurturing/building productive relationships	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	Our dialogue has centred on issues of work and organisational complexity and leadership behavioural change. I have attached a Word file that contains two tables containing my draft summaries of our conversations (you and me) leading to our change X-rays that depict our individual change agendas as discussed and suggested.	summarising	nurturing/building productive relationships	re-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois all/Beverly	please go in both your table and mine to the columns and row that I shaded green and share (write down) your thoughts and reactions. I would most appreciate your candid comments regarding your experience of me as facilitator of the process and any comments you may have regarding the contents of all the column on both tables.	directing	marshaling/asserting for results by all means necessary	pro-acting
<b>25-Aug-16</b>	Thu, Aug 25, 2016 at 1:46 AM	Alois/Nakedi	Thanks for the feedback.	civility	conserving/controlling for results by all means necessary	re-acting
<b>13-Sep-16</b>	Tue, Sep 13, 2016 at 8:14 AM	Alois/Ditiro	.. It was hectic all the way. Please receive	explaining	conserving/controlling for results by all means necessary	re-acting
<b>13-Sep-16</b>	Tue, Sep 13, 2016 at 8:14 AM	Alois/Ditiro	Sorry for giving you this late. It was hectic all the way.	civility	conserving/controlling for results by all means necessary	re-acting
<b>20-Sep-16</b>	Tue, Sep 20, 2016 at 12:05 AM	Alois/Ditiro	As you rightly implied, nobody is perfect but everybody is entitled to be who they are. With the right insight, we all can adapt our behaviours to suit the situation and context. Such flexibility will increase our impact. You and I (given our personality profiles) need to engage with AK47 in interacting with others in order to be able influence and persuade them more. It will not be an overnight	encouraging	motivating/persuading for productive relationships	pro-acting

			change but it certainly requires constant awareness and small but regular behavioural tryouts. .... You have a willingness to change and grow, cherish that attribute in you, it will take you far. Best regards			
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### Appendix 2: Aloisious immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
I am at my best when I work alone or with likeminded people. I however enjoy challenging others ' thoughts and having mine challenged. I am not good with emotional matters and am better at dealing with logical problems. Whilst I enjoy winning it is only in games that I chose and I tend to let people be who they want to be. I am an adviser, sometimes I am wrong. I am learning all the time. I have a lot of energy when doing what I enjoy or believe in otherwise being with my family is the most satisfying thing in my life. I am conservative in my life beliefs but am keen to try out things particularly because status quo tends to get things wrong.	To be more interactive. I would want to be a proactive leader. I have been in full time private practice as an industrial psychologist for some 6 years or so and am aware that I have not realised the full potential of what I can contribute to organisations. If I engaged proactive leadership behaviour I would be more impactful.	I try to capture the opportunity as it arises. I try not to get things wrong. I tend to dilly dally when decisions are to be taken since I tend to see merit in both sides of a coin. I end up not coming up as consistent.	Perfection. Winning. Getting the best return. I trust myself the most.	The world is full of risks but it can be tamed. Risk management is a key business objective. I can make a difference. People can let you down badly. Time stops for no one. Facts speak for themselves.

### Appendix 3: Petunia immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
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<p>I am focused, professional and helpful to others. I am a good and attentive listener and take instructions. I work hard and try to multi-task as best I can. Sometimes I find I have taken on too much and struggle to balance the workload. I focus on my work and avoid personal relationships at work.</p>	<p>• My immediate thoughts on a leadership behavioral change goal for me, is assertiveness, be more comfortable speaking in public settings, and being more comfortable voicing dissenting views. • To increase my determination, initiative and independence • to influence more and dealing with conflict and or objections • to acquire more AK 47 attributes • "I aim to make things happen. I shall be a firm and active leader. Initiative, determination and dynamism shall be my defining traits. While maintaining wisely pleasant relationships with others, I aim to get swift results and shall strive to win in competitive situations. I will get things going and I shall not allow delays and inaction. I will be energetic. I shall not allow delays and inaction. I shall engage quick adaptations and, shall do all it takes to achieve priority issues rapidly.</p>	<p>• I am a developer of people, a counselor leader and a cautious decision maker • When I don't know I don't make a move • I never throw caution to the wind • I observe more than acting • I will not shoot from the hip, I want to be sure always • I check and double check and trust my own judgment the most • I worry about the quality of work that I assign to others or delegate</p>	<p>• I hate it when I make a mistake • I don't like to take chances • I want to work with others and do not like to distance myself from the team • I don't want to make a fool of myself • The quality of my work is my distinction</p>	<p>• Task orientation will compromise my affiliations with others • Facts are available, you just have to take time to unearth them • "Fools rush in where angels fear to tread" • There may be no second chance to recover from failure • Its pays to take your time, precision and accuracy pays dividends ultimately • Mistakes will be judged harshly by the powers that be</p>
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#### Appendix 4: Beverly immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
<p>I prefer things which are straight forward and not complicated as I like to make the right decision. I like to please people and like harmony in any environment I expected to take part in. I can be impatient at times with things that need to be done, I like paying attention to detail especially where I have to share information with someone. I like good endings and don't like to confront people in uncomfortable situations.</p>	<p>I want to get things going and to enable organisational change. To be more venturing and accept that which I cannot control.</p>	<p>I observe first then engage. I don't rush into things.</p>	<p>Loyalty and professionalism values. The leadership and the work environment have requisite decorum.</p>	<p>There is good and there is bad. Patience pays.</p>

#### Appendix 5: Masunga immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
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<ul style="list-style-type: none"> <li>• I believe I am a trustworthy, loyal, decisive, calculated risk-taking person who is also caring but can be dominating at times with a lot of energy.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase people orientation</li> <li>• Be more patient, offer advice, support and demonstrate active kindness</li> <li>• "I aim to amicably achieve mutually agreed results with others and in a consistent and good-natured manner. I shall facilitate teamwork and supportive work relationships, engage active listening, demonstrate empathy, and be diplomatic and tactful as a service provider and a leaders".</li> </ul>	<ul style="list-style-type: none"> <li>• Action and results oriented</li> <li>• Impatient, dynamic, do not shy away from conflict</li> <li>• Do not suffer fools gladly (e.g. people who are slow or don't catch on quickly)</li> </ul>	<ul style="list-style-type: none"> <li>• Time waits for nobody</li> <li>• Time is money</li> <li>• Catch the moment now otherwise it is forever gone</li> </ul>	<p>Winning is key. Those who don't move get run over</p>
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### Appendix 6: Ditiro immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
<p>I am an introvert and like things done quick and the right way. When things go the wrong way, I get pissed off and come back later after understanding the whole problem. I want people to understand me and correct me where I am wrong. I want fair and honest critics. I like sharing ideas with people I normally know. I don't debate a lot but make things happened. In a meeting it is difficult for me to raise my option. These options normally come to me later after the meeting that is when I make</p>	<p>I need to initiate and persuade more to improve my profile and grow as a leader - understanding of individual behavior and demanding of results from employees. Sometimes I don't know if I am applying the right attitude to employees as I normally don't get the results correct. Not sure if is an issue of management function.</p> <ul style="list-style-type: none"> <li>• To be peoples oriented</li> <li>• I need to engage much with good people</li> <li>• Make sure I have an input in each discussion</li> <li>• Persuades on matter that I believe on</li> <li>• " to be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in employees that you lead".</li> <li>• "I aim to skillfully engage, sway and guide others toward intended results. I shall take a proactive and hands-on interest in others. I will be more sociable and consciously display warmth, understanding and compassion in my dealings with others. I aim to increase my social presence or</li> </ul>	<ul style="list-style-type: none"> <li>• Poor planning: I did not start things well from the beginning.</li> <li>• Doing thing only according to boss's plan.</li> <li>• I observe more than acting</li> <li>• I will not shoot from the hip; I want to be sure always</li> <li>• I check and double check and trust my own judgment the most</li> <li>• I worry about the</li> </ul>	<ul style="list-style-type: none"> <li>• Fear of unknown</li> <li>• Lack of confidence: Not sure of what I am doing</li> <li>• I don't want to make a fool of myself</li> <li>• The quality of my work is my distinction</li> </ul>	<ul style="list-style-type: none"> <li>• Fools rush in where angels fear to tread</li> <li>• There may be no second chance to recover from failure</li> <li>• Its pays to take your time, precision and accuracy pays dividends ultimately</li> <li>• Mistakes will be judged harshly by the powers that be</li> </ul>

things happened. I have too much fear personally.	network by boosting my interactional social skills. I will work with and get results through others. I strive to satisfy others and to persuade them to act positively toward planned goals."	quality of work that I assign to others or delegate		
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### Appendix 7: Mpho immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
Analytical, career oriented and very focused individual. I am a straight arrow.	To develop others and be more tolerant when they do not measure up to standard. To be calmer and not lose my cool. To hear subordinates out.	I don't compromise on quality and send back unsatisfactory work. I may end up doing the work myself to meet timelines.	To prove a point to those who may doubt my competency. To get the results.	Many people are not willing to pull up their weight. If you do not deal with incompetency you will be dealt with yourself. Quality is king.

### Appendix 8: Sharon immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
I am an honest, objective person in my personal and professional life. I intensely dislike dishonesty of any kind. I prefer calm people and does not do well in a noisy environment. I find loud people obnoxious. I care about what people see in me or how they perceive me and it disturbs me if I think they misread my character. I am fussy about quality in anything, reports, my job and expect everyone I work with to uphold to a certain standard of doing things. I am impatient. I am also liberal in my thoughts but can be conservative in my actions. I am open minded in that I can agree with concepts that I do not necessarily favor but they make much sense.	To be action oriented - to be more expeditious and grab opportunities as they arise.	Tend to seek a lot of confirmatory data before deciding - procrastinate - hate being rushed.	Being unstructured worries me - to be right first time makes me credible with others - fear of failure	I can make it safe.

### Appendix 9: Nakedi immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
An optimistic professional who believes in taking calculated risks. An individual with the zeal to be progressive. I am disciplined, fair, firm and have a structured plan in career prospects. Above all, I am a great team player.	Increasing my persuading and influencing behavioural skills. To engage others more and to be patient in order to guide others more effectively.	Avoid presentations to a group of people that are more senior to me. I have done only one on one which I am always comfortable and confident when I am involved in. I need not to be easily intimidated to fully participate in discussions that are generally held by the business at a high level. 1. Internally my adrenaline just boils over and I avoid conflict with those that I believe they are unhelpful. 2. I generally anticipate adverse feedback before I even start a presentation to senior management.	Professionalism and impeccable standards. There is a job to be done and it shall be done. We get paid to work.	Chaos is not inevitable and can be managed down.

### Appendix 10: Jeremy immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
I believe that I'm a straightforward person, I commit to everything that I do to always give the best. I'm not afraid to fail, as I take it a learning process. I like to inspire people who work with me, give them opportunities to flourish. I'm very decisive in whatever circumstance I'm faced with. Sometimes I can be viewed as forceful, which I acknowledge, but I take it as a strength I have to get thing delivered. I need to work on your people orientation. Whereas my task orientation is balanced by an inclination to develop others, I possibly push for order and consistency to tame what I see as potential for atrophy in organisation.	I want to enhance my capabilities in spontaneously interacting with, persuading and influencing others.	I am not patient with people who are slow or drop the ball often. I take the view that facts and my arguments should speak for themselves.	I feel that people will let me down hence I tend to trust myself more than relying on others. I feel exposed if I reveal my true self to others.	I tend to view the world as a hostile place that requires vigilance for survival. We are there to accomplish what it takes.

### Appendix 11: Peter immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
<p>I am a young energetic man, who has just tapped into his full potential. I enjoy reading, and outdoor life though of late I am not able to engage in these as much as I would like. Continuous learning helps me keep relevant in this modern and demanding world. I value health and the amount of power I have within me such that I believe I can achieve anything I set my mind to. I am currently studying for an MSc in Strategic Management, waiting to complete the final stage of dissertation. Previously I did mechanical engineering as an undergraduate but did not complete in the final year. I have a passion for arts and culture such that I find myself attending such events to recharge my energy levels. When I have time and free from family demands I could spend time building different necessary items using my wide range of power tool collection. I enjoy spending time with my family a home or at such outings that I consider worthwhile. I ensure I engage my family in the arts world and participate in activities I was not privileged at, such as music and languages. I like to connect with my creator through church visits and of late since I am not able to attend church, I read the Bible a lot. Spiritual books and tapping into the eastern philosophy are some of the activities that I indulge in to feed the hunger I have. I enjoy a good laugh once in a while and can go to the extent of watching a stupid show just to let go. I enjoy music a lot as well as the movies. I work very long hours and don't believe in giving up as anything is possible as long as there is a will to do so.</p>	<p>I want to learn to deploy the AK 47 approach to leading. I want to be more expeditious and grab opportunities as they arise.</p>	<p>I tend to seek a lot of confirmatory data before deciding. I procrastinate. I hate being rushed.</p>	<p>Engaging unstructured action worries me. I don't want to be wrong or to fail. Risky action is likely to be destructive.</p>	<p>Precision is good. AK47 type approaches are risky and can result in chaos. Order is good.</p>

### Appendix 12: Mary immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
<p>Am a very reserved person, private and believe in pursuing my dreams no matter what. I thrive to empower myself with knowledge about life in general and do not confide myself to my area of expertise. Very orderly person who like structure and hate ambiguity in my life. A hard worker by nature and not so afraid to try new territories</p>	<p>To be flexible in my leadership behaviour. I want to be more spontaneous and to adapt your plan to circumstances as they arise.</p>	<p>I stick to my plan, overly focused on achieving set goals. I make plans and adhere to them closely. I remain focused on my initial arrangements.</p>	<p>I am an analytical and supportive person (sniper rifle).</p>	<p>Fear of not achieving set goals if I vary the plan(s). It is not easy to change a position. I feel that changing my plans make you feel like I have no focus. Being correct is important.</p>

### Appendix 13: Kgosi immunity map.

SELF DESCRIPTION	GOAL	WHAT I DO/DON'T DO	COMMITMENTS	ASSUMPTIONS (BTB)
I am a dependable, results driven young man who enjoys leading others to achieve set targets, by providing motivation and guidance.	I would like to improve my listening skills and to be patient. I want to develop others by enhancing my patience and listening skills.	Quick decision making. Results oriented. Trust. I am an action oriented, a risk taker and an influencer/persuader. I see the glass as both half empty and half full and approach life's challenges with an AK 47 approach. I want results now. I focus a lot on grabbing the moment/opportunity, sticking the iron whilst the iron is hot	May miss out on hitting the targets, fear of failure, I trust myself more than others, taking too long on one thing.	I am a non-conformist, a lone ranger but need to take along others. I tend to rely more on your own steam.

## Appendix 14: X ray evidence – SELF-DESCRIPTION.

	<b>task orientation</b>	<b>supporting</b>	<b>risk taking</b>	<b>interaction aversion</b>	<b>precision</b>	<b>influencing / persuading</b>
<b>Aloisious</b>	I am at my best when I work alone or with like-minded people. I however enjoy challenging others ' thoughts and having mine challenged. I am not good with emotional matters and am better at dealing with logical problems. Whilst I enjoy winning it is only in games that I chose and I tend to let people be who they want to be.					
<b>Beverly</b>		... I like to please people and like harmony in any environment I expected to take part in. ... I like good endings and don't like to confront people in uncomfortable situations.				
<b>Ditiro</b>	I am an introvert and like things done quick and the right way. .... I ... don't debate a lot but make things happened. In a meeting it is difficult for me to raise my option. These options normally come to me later after the meeting that is when I make things happened. I have too much fear personally.					

<b>Jeremy</b>	I believe that I'm a straightforward person, I commit to everything that I do to always give the best. I'm not afraid to fail, as I take it a learning process. .... Sometimes I can be viewed as forceful, which I acknowledge, but I take it as a strength I have to get thing delivered. I need to work on your people orientation.					... I like to inspire people who work with me, give them opportunities to flourish. I'm very decisive in whatever circumstance I'm faced with. Sometimes I can be viewed as forceful, which I acknowledge, but I take it as a strength I have to get thing delivered. I need to work on your people orientation. Whereas my task orientation is balanced by an inclination to develop others, I possibly push for order and consistency to tame what I see as potential for atrophy in organisation.
<b>Kaone</b>	I believe I am a trustworthy, loyal, decisive, calculated risk-taking person who is also caring but can be dominating at times with a lot of energy.		...I am a trustworthy, loyal, decisive, calculated risk-taking person who is also caring but can be dominating at times with a lot of energy.			
<b>Kgosi</b>	I am a dependable, results driven young man who enjoys leading others to achieve set targets. ...	I would like to improve my listening skills and to be patient. I want to develop others by enhancing my				



		patience and listening skills.				
<b>Malebogo</b>	Am a very reserve person, private and believe in pursuing my dreams no matter what. .... Very orderly person who like structure and hate ambiguity in my life. A hard worker by nature and not so afraid to try new territories					
<b>Mpho</b>	Analytical, career oriented and very focused individual. I am a straight arrow.	To develop others and be more tolerant when they do not measure up to standard. To be calmer and not lose my cool. To hear subordinates out.				
<b>Nakedi</b>	An optimistic professional who believes in taking calculated risks. .... I am disciplined, fair, firm and have a structured plan in career prospects.	.... Above all, I am a great team player.				
<b>Peter</b>				..... I have a passion for arts and culture such that I find myself attending such events to recharge my energy levels. .... I like to connect with my creator through church visits and of late since I am not		

				able to attend church, I read the Bible a lot.		
<b>Petunia</b>	I am focused, professional and helpful to others. .... I focus on my work and avoid personal relationships at work.	I am focused, professional and helpful to others. I am a good and attentive listener and take instructions...				
<b>Sharon</b>	I am an honest, objective person in my personal and professional life. I intensely dislike dishonesty of any kind. .... I am fussy about quality in anything, reports, and my job and expect everyone I work with to uphold to a certain standard of doing things. I am impatient. I am also liberal in my thoughts but can be conservative in my actions.				.... I prefer calm people and does not do well in a noisy environment. I find loud people obnoxious. .... I am fussy about quality in anything, reports, and my job and expect everyone I work with to uphold to a certain standard of doing things....	

## Appendix 15: X ray evidence – GOALS.

	supporting	risk taking	interaction aversion	influencing/persuading	initiating
<b>Aloisius</b>			To be more interactive. I would want to be a proactive leader. .... If I engaged proactive leadership behaviour I would be more impactful.	..... If I engaged proactive leadership behaviour I would be more impactful.	
<b>Beverly</b>		I want to get things going and to enable organisational change. To be more venturing and accept that which I cannot control.			
<b>Ditiro</b>	.....to improve my profile and grow as a leader - understanding of individual behavior and demanding of results from employees.		To be peoples oriented • I need to engage much with good people • Make sure I have an input in each discussion • Persuades on matter that I believe on • " to be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in employees that you lead". • "I aim to skillfully engage, sway and guide others toward intended results. I shall take a proactive and hands-on interest in others. I will be more sociable and consciously display warmth, understanding and compassion in my dealings with others. I aim to increase my social presence or network by boosting my interactional social skills. I will work	I need to initiate and persuade more to improve my profile and grow as a leader - understanding of individual behavior and demanding of results from employees. .... • Persuades on matter that I believe on • .... "I aim to skillfully engage, sway and guide others toward intended results..... I aim to increase my social presence or network by boosting my interactional social skills. I will work with and get results through others. I strive to satisfy others and to persuade them to act positively toward planned goals."	I need to initiate and persuade more to improve my profile and grow as a leader - understanding of individual behavior and demanding of results from employees. .... • To be peoples oriented • I need to engage much with good people • Make sure I have an input in each discussion • Persuades on matter that I believe on • " to be a hands-on coach and an effective influencer of employee actions and reactions; to be an enabler of positive employee behavioural change and; to be a facilitator of business growth by bringing into being engagement in

			with and get results through others. I strive to satisfy others and to persuade them to act positively toward planned goals."		employees that you lead". • "I aim to skillfully engage, sway and guide others toward intended results. I shall take a proactive and hands-on interest in others. I will be more sociable and consciously display warmth, understanding and compassion in my dealings with others. I aim to increase my social presence or network by boosting my interactional social skills. I will work with and get results through others. I strive to satisfy others and to persuade them to act positively toward planned goals."
<b>Jeremy</b>				I want to enhance my capabilities in spontaneously interacting with, persuading and influencing others.	
<b>Kaone</b>	.....• Be more patient, offer advice, support and demonstrate active kindness .... I shall facilitate teamwork and supportive work relationships, engage active listening, demonstrate empathy,			.....• "I aim to amicably achieve mutually agreed results with others and in a consistent and good-natured manner. I shall facilitate teamwork and supportive work relationships, engage active listening, demonstrate	

	and be diplomatic and tactful as a service provider and a leaders”.			empathy, and be diplomatic and tactful as a service provider and a leaders”.	
<b>Kgosi</b>	I would like to improve my listening skills and to be patient. I want to develop others by enhancing my patience and listening skills.				
<b>Malebogo</b>		To be flexible in my leadership behaviour. I want to be more spontaneous and to adapt your plan to circumstances as they arise.			
<b>Mpho</b>	To develop others and be more tolerant when they do not measure up to standard. To be calmer and not lose my cool. To hear subordinates out.				
<b>Peter</b>		I want to learn to deploy the AK 47 approach to leading. I want to be more expeditious and grab opportunities as they arise.			
<b>Petunia</b>					
<b>Sharon</b>		To be action oriented - to .... grab opportunities as they arise.			

**Appendix 16: X ray evidence – WHAT I DO/DON'T DO.**

	<b>risk taking</b>	<b>equivocation</b>	<b>stoicism</b>	<b>caution</b>	<b>risk avoidance</b>	<b>impatience</b>	<b>need to be sure/not letting go</b>	<b>introversion</b>
<b>Aloisious</b>	I try to capture the opportunity as it arises...	I try to capture the opportunity as it arises. I try not to get things wrong. I tend to dilly dally when decisions are to be taken since I tend to see merit in both sides of a coin. I end up not coming up as consistent.						
<b>Beverly</b>					I observe first then engage. I don't rush into things.			
<b>Ditiro</b>				<ul style="list-style-type: none"> <li>• Poor planning: I did not start things well from the beginning.</li> <li>• Doing thing only according to boss's plan.</li> <li>• I observe more than acting</li> <li>• I will not shoot from the hip; I want to be sure always</li> <li>• I check and double check and trust my own judgment the most</li> <li>• I worry about the quality of work that I assign to others or delegate</li> </ul>	<p>.....</p> <ul style="list-style-type: none"> <li>• I will not shoot from the hip; I want to be sure always</li> <li>• I check and double check and trust my own judgment the most</li> </ul>		<p>.....</p> <ul style="list-style-type: none"> <li>• I check and double check and trust my own judgment the most</li> <li>• I worry about the quality of work that I assign to others or delegate</li> </ul>	

Jeremy						I am not patient with people who are slow or drop the ball often.		
Kaone						<ul style="list-style-type: none"> <li>• Action and results oriented</li> <li>• Impatient, dynamic, do not shy away from conflict</li> <li>• Do not suffer fools gladly (e.g. people who are slow or don't catch on quickly)</li> </ul>		
Kgosi	Quick decision making. Results oriented. .... I am an action oriented, a risk taker ..... and							

	<p>approach life's challenges with an AK 47 approach. I want results now. I focus a lot on grabbing the moment/opp ortion, striking whilst the iron is hot.</p>							
<b>Mpho</b>					<p>I don't compromise on quality and send back unsatisfactory work. I may end up doing the work myself to meet timelines.</p>		<p>I don't compromise on quality and send back unsatisfactory work. I may end up doing the work myself to meet timelines.</p>	
<b>Nakedi</b>				<p>Avoid presentations to a group of people that are more senior to me. I have done only one on one which I am always comfortable and confident when I am involved in. ....1.</p>	<p>Avoid presentations to a group of people that are more senior to me. ....</p>			<p>Avoid presentations to a group of people that are more senior to me. I have done only one on one which I am always</p>



				<p>Internally my adrenaline just boils over and I avoid conflict with those that I believe they are unhelpful. 2. I generally anticipate adverse feedback before I even start a presentation to senior management.</p>				<p>comfortable and confident when I am involved in. I need not to be easily intimidated to fully participate in discussions that are generally held by the business at a high level. 1. Internally my adrenaline just boils over and I avoid conflict with those that I believe they are unhelpful. 2. I generally anticipate adverse feedback before I even start a presentation to senior</p>
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								management
<b>Peter</b>				I tend to seek a lot of confirmatory data before deciding. I procrastinate. I hate being rushed.				
<b>Petunia</b>			<ul style="list-style-type: none"> <li>• I am a developer of people, a counselor or leader and a cautious decision maker</li> <li>....</li> </ul>	<ul style="list-style-type: none"> <li>....</li> <li>• When I don't know I don't make a move</li> <li>• I never throw caution to the wind</li> <li>.....</li> <li>• I will not shoot from the hip, I want to be sure always</li> <li>• I check and double check and trust my own judgment the most</li> <li>• I worry about the quality of work that I assign to others or delegate</li> </ul>	<ul style="list-style-type: none"> <li>.....</li> <li>• I never throw caution to the wind</li> <li>• I observe more than acting</li> <li>• I will not shoot from the hip, I want to be sure always</li> <li>• I check and double check and trust my own judgment the most</li> <li>• I worry about the quality of work that I assign to others or delegate</li> </ul>			
<b>Sharon</b>				Tend to seek a lot of confirmatory data before deciding - procrastinate - hate being rushed.	Tend to seek a lot of confirmatory data before deciding - procrastinate -			

					hate being rushed.			
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Appendix 17: X ray evidence – COMMITMENTS.			
	fear of failure	pride	obligation/loyalty/duty
<b>Aloisious</b>	I trust myself the most.	Perfection. Winning. Getting the best return.	
<b>Beverly</b>		Loyalty and professionalism values. The leadership and the work environment have requisite decorum.	
<b>Ditiro</b>	• Fear of unknown • Lack of confidence: Not sure of what I am doing • I don't want to make a fool of myself	The quality of my work is my distinction	
<b>Jeremy</b>			
<b>Kaone</b>			
<b>Kgosi</b>			
<b>Malebogo</b>			I am an analytical and supportive person (sniper rifle).
<b>Mpho</b>		To prove a point to those who may doubt my competency.	To get the results.
<b>Nakedi</b>		Professionalism and impeccable standards. There is a job to be done and it shall be done.	We get paid to work.
<b>Peter</b>	Engaging unstructured action worries me. I don't want to be wrong or to fail. Risky action is likely to be destructive.	I don't want to be wrong or to fail.	I don't want to be wrong or to fail. Risky action is likely to be destructive.
<b>Petunia</b>	• I don't like to take chances • .... • I don't want to make a fool of myself	• I hate it when I make a mistake ..... • The quality of my work is my distinction	
<b>Sharon</b>	Being unstructured worries me -..... - fear of failure	... - to be right first time makes me credible with others - ...	

## Appendix 18: X ray evidence – ASSUMPTIONS.

	Full	Empty	Sniper	AK47
<b>Aloisious</b>		The world is full of risks but it can be tamed. Risk management is a key business objective. I can make a difference. People can let you down badly. Time stops for no one. Facts speak for themselves.		The world is full of risks but it can be tamed. Risk management is a key business objective. I can make a difference. People can let you down badly. Time stops for no one. Facts speak for themselves.
<b>Beverly</b>		There is good and there is bad. Patience pays.	There is good and there is bad. Patience pays.	
<b>Ditiro</b>		<ul style="list-style-type: none"> <li>• There may be no second chance to recover from failure</li> <li>• Its pays to take your time, precision and accuracy pays dividends ultimately</li> <li>• Mistakes will be judged harshly by the powers that be</li> </ul>	<ul style="list-style-type: none"> <li>• Fools rush in where angels fear to tread</li> <li>• There may be no second chance to recover from failure</li> <li>• Its pays to take your time, precision and accuracy pays dividends ultimately</li> <li>• Mistakes will be judged harshly by the powers that be</li> </ul>	
<b>Jeremy</b>		I tend to view the world as a hostile place that requires vigilance for survival. We are there to accomplish what it takes.	I tend to view the world as a hostile place that requires vigilance for survival. We are there to accomplish what it takes.	
<b>Kaone</b>		Winning is key. Those who don't move get run over		Winning is key. Those who don't move get run over
<b>Kgosi</b>		I am a non-conformist, a lone ranger but need to take along others. I tend to rely more on my own steam.		I am a non-conformist, a lone ranger but need to take along others. I tend to rely more on my own steam.
<b>Malebogo</b>		Fear of not achieving set goals if I vary the plan(s). It is not easy to change a position. I feel that changing my plans	Fear of not achieving set goals if I vary the plan(s). It is not easy to change a position. I feel that	

		make you feel like I have no focus. Being correct is important.	changing my plans make you feel like I have no focus. Being correct is important.	
<b>Mpho</b>		Many people are not willing to pull up their weight. If you do not deal with incompetency you will be dealt with yourself. Quality is king.	Many people are not willing to pull up their weight. If you do not deal with incompetency you will be dealt with yourself. Quality is king.	
<b>Nakedi</b>		Chaos is not inevitable and can be managed down.	Chaos is not inevitable and can be managed down.	
<b>Peter</b>		Precision is good. AK47 type approaches are risky and can result in chaos. Order is good.	Precision is good. AK47 type approaches are risky and can result in chaos. Order is good.	
<b>Petunia</b>	Task orientation will compromise my affiliations with others		Facts are available, you just have to take time to unearth them • Fools rush in where angels fear to tread • There may be no second chance to recover from failure • Its pays to take your time, precision and accuracy pays dividends ultimately • Mistakes will be judged harshly by the powers that be	
<b>Sharon</b>		I can make it safe.	I can make it safe.	