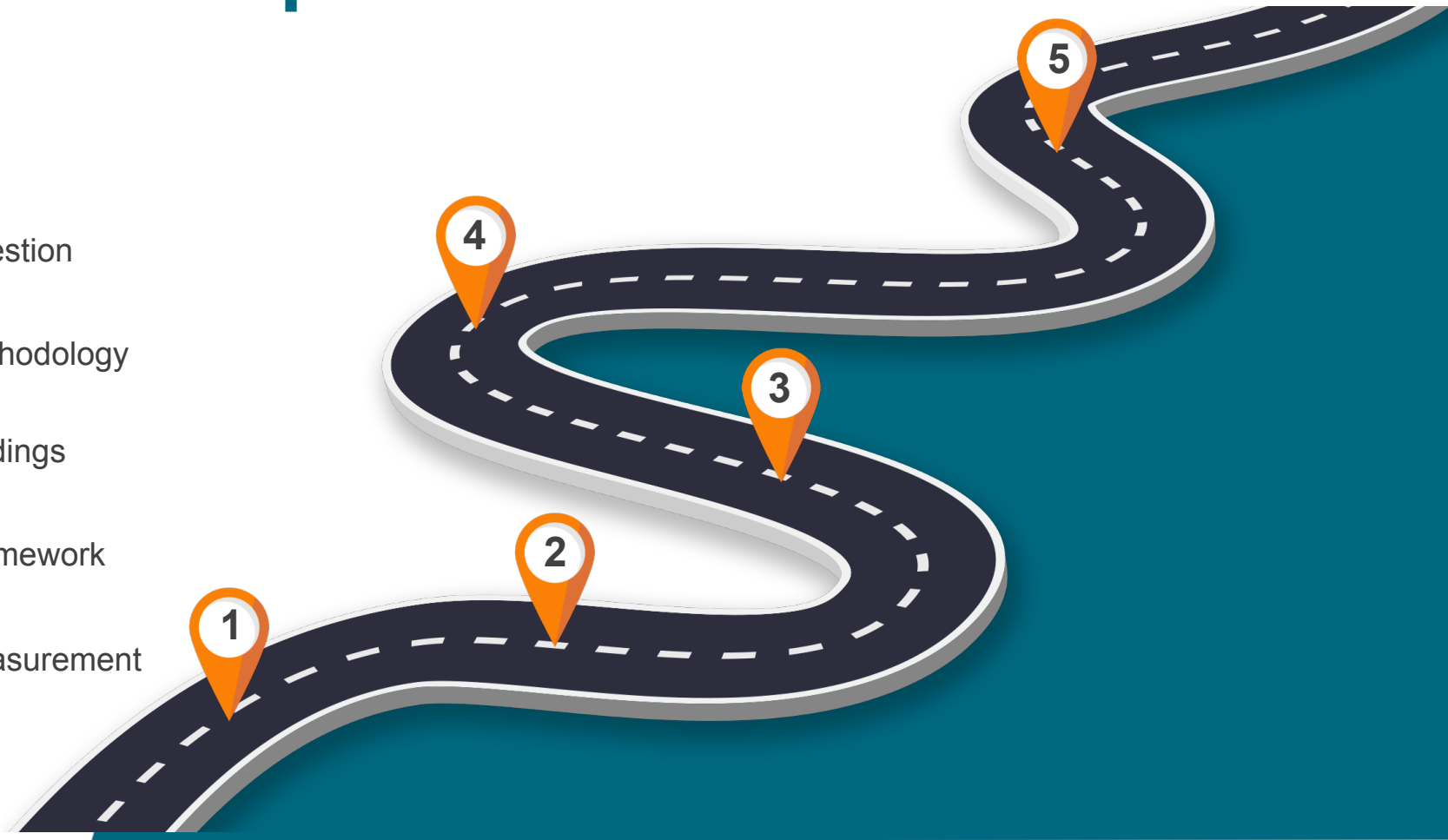


# Polelo Madalane

RISE TO THE CHALLENGE – Upskilling Our Leaders

# Roadmap

- 1 Question
- 2 Methodology
- 3 Findings
- 4 Framework
- 5 Measurement



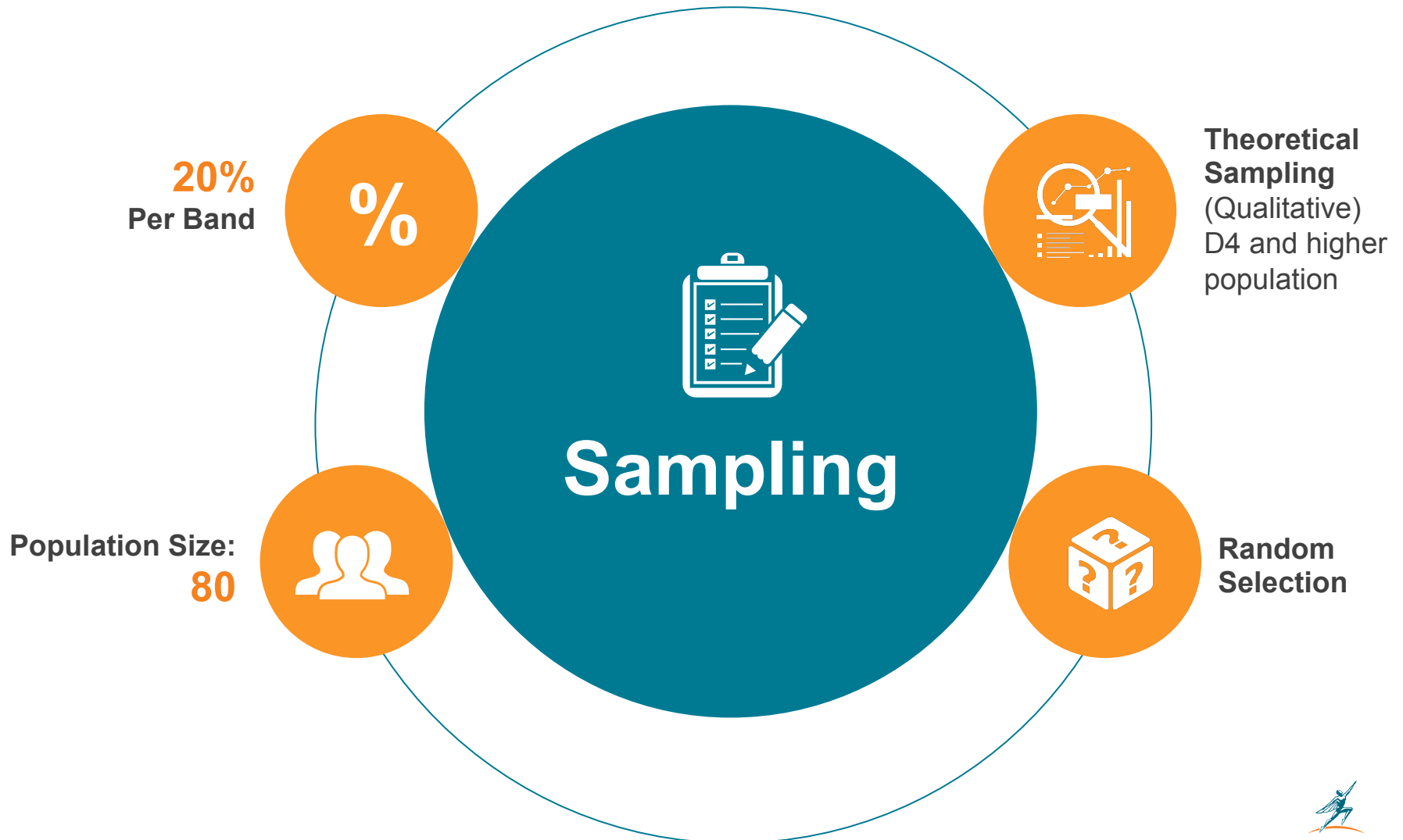


**Question:**

What leadership  
behaviours should our  
**leaders demonstrate**



# Methodology



# Sampling

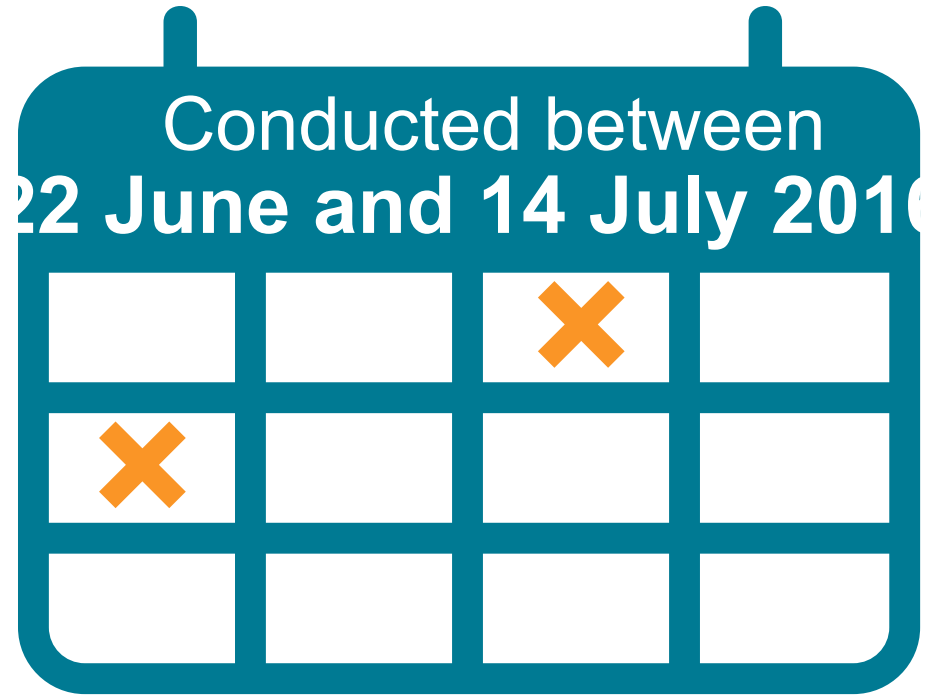
Band	Total Population	Total Selected	Interviewed
Sol 7 & 8	16	4	4
E1-E2	20	4	2
D5	23	5	4
D4	21	4	2

# Methodology: Data Collection



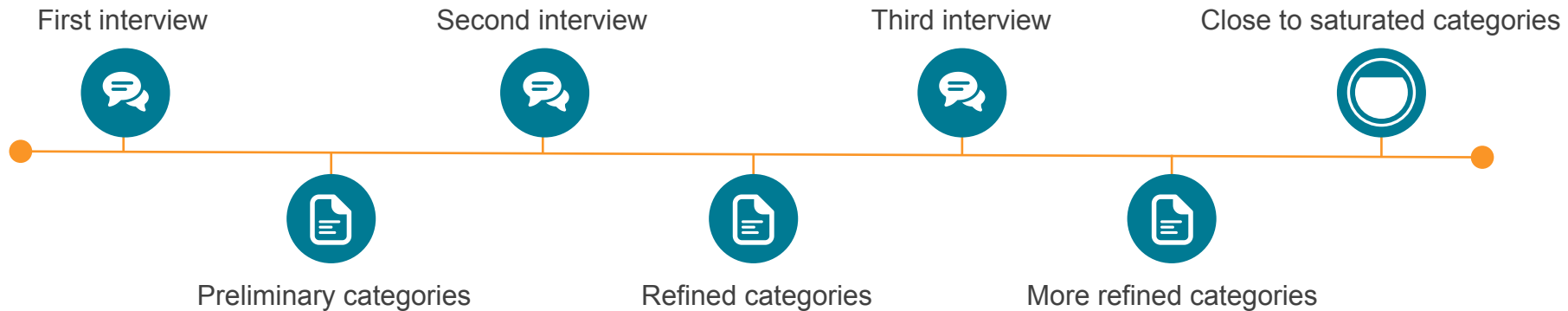
Managers Interviewed

**X11**



# Data analysis: Grounded Theory

## Data Collection



## Data Analysis



# Findings



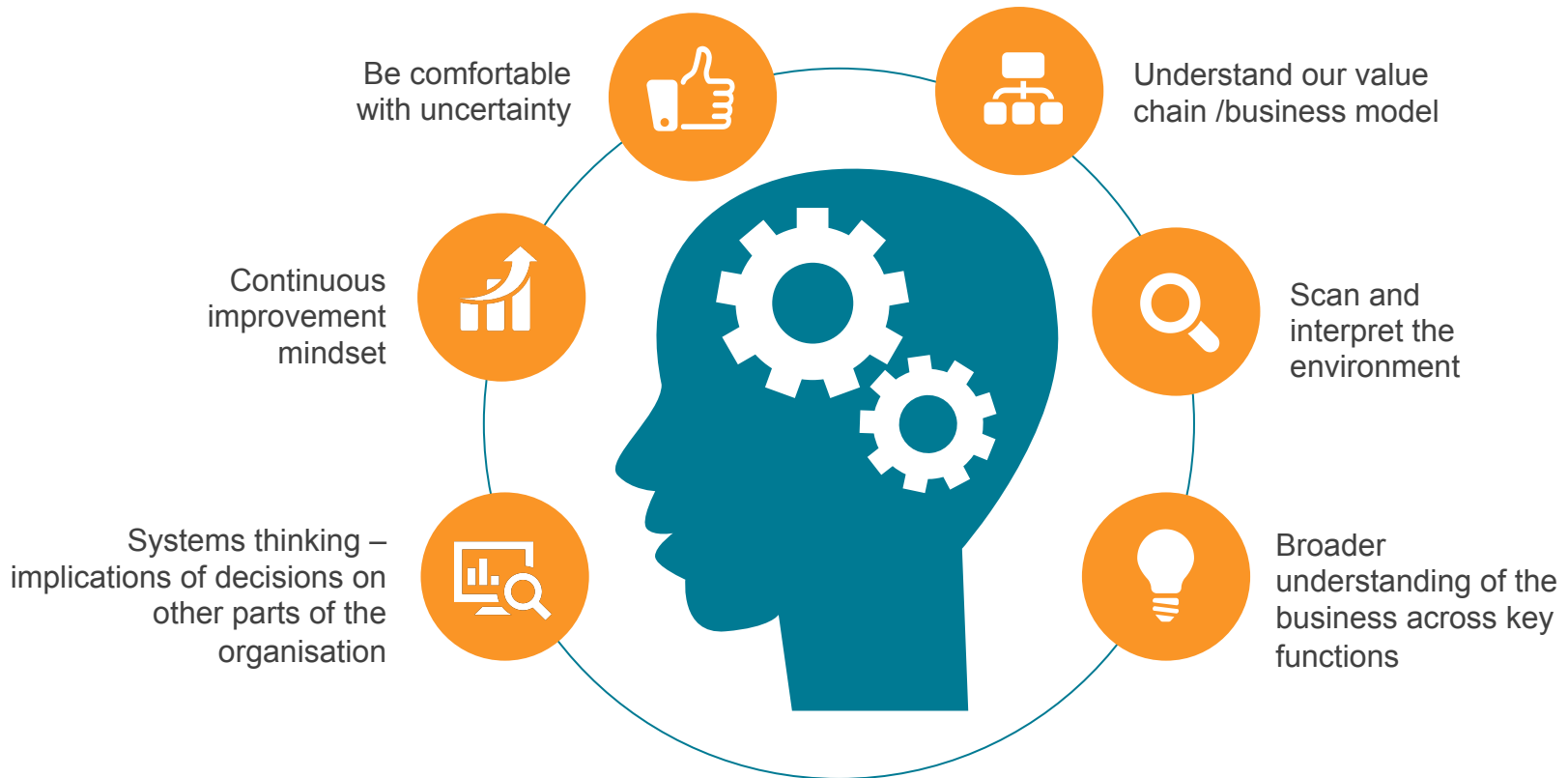


# Leadership Behaviours: Themes

The word cloud features the following themes:

- Believe In People
- Encourage Collaboration
- Results Oriented
- Show Respect
- Walk The Talk
- Agility
- Consistency
- Be Transparent
- Flexibility To Reverse Decisions
- Set Parameters And Give Clear Guidance
- Encourage Innovation
- Experimentation
- Give Employees Opportunities To Grow
- Listen To Employees' Needs
- Communicate Strategy And Vision
- Explain The "Why" Of The Decision
- Consultative – Allow Multiple Perspectives
- Be Accessible
- Be Accountable
- Team Building
- Lead From The Front
- Coach
- Employee Engagement
- Reward Good Performance
- Employees

# Underpinning Competencies



# What could we do better?



Manage crisis effectively



Prepare for meetings



Read all communications



Focus outwardly



Humility and respect for all



Stop delegating upwards



Be flexible within the rules



Don't be afraid of failure



Allow others to challenge our decisions

# Leadership Model: Allocation



## Relationship Building

- Engage
- Reward good performance
- Show respect
- Listen to employee needs
- Be transparent
- Team building
- Consistency



## Innovate

- Encourage innovation/experimentation
- Agility

# Leadership Model: Allocation



## Setting the direction

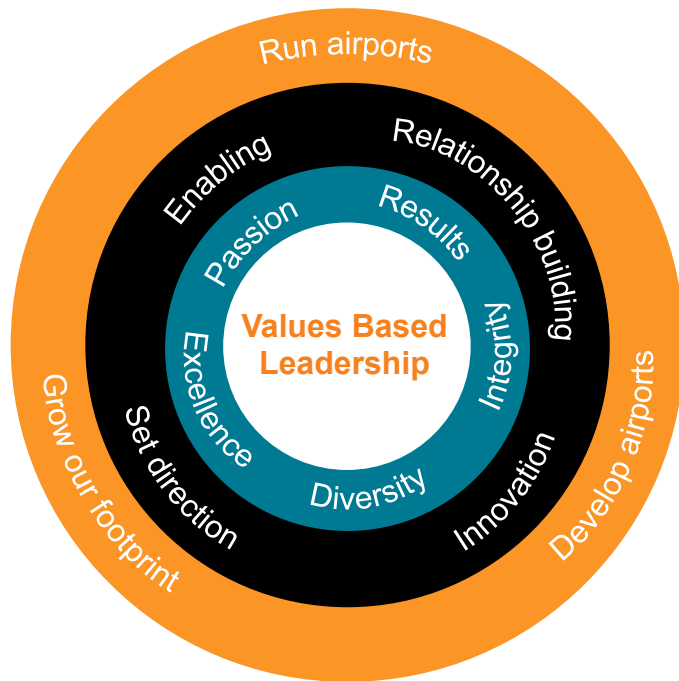
- Lead from the front
- Explain the “why” of the decision
- Flexibility to reverse decisions
- Communicate strategy and vision
- Walk the talk



## Enabling

- Believe in people
- Opportunities to grow
- Coaching
- Encourage collaboration
- Be supportive
- Be accessible
- Results oriented
- Accountable
- Consultative – allow multiple perspectives

# Leadership framework



## Relationship Building

Enabling harmonious relationships in the workplace



## Innovate

Create an environment conducive to continuous improvement



## Setting Direction

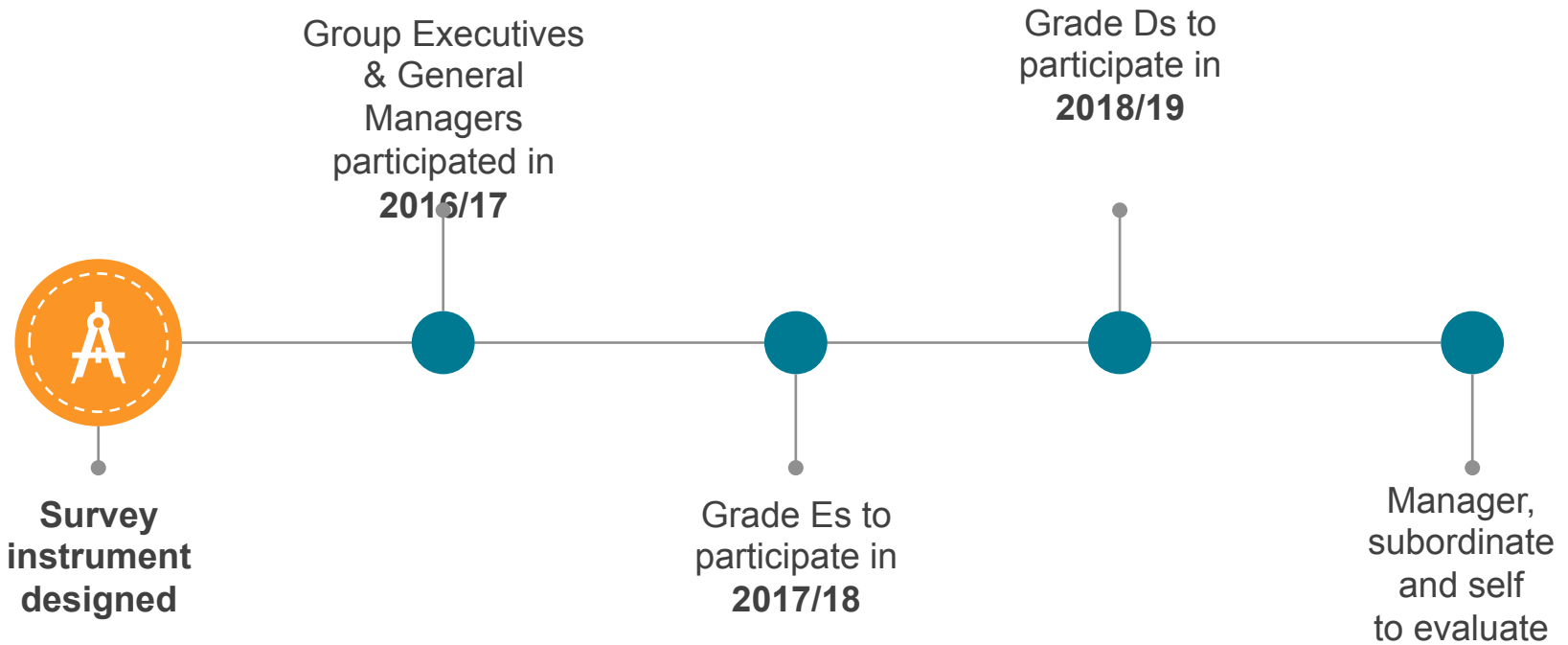
Defining the future and guiding employees on how to get there



## Enabling

Enabling harmonious relationships in the workplace

# Measurement



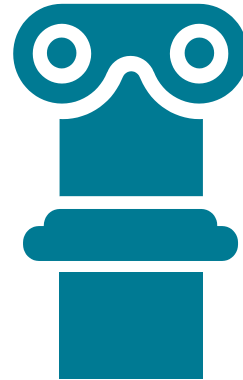
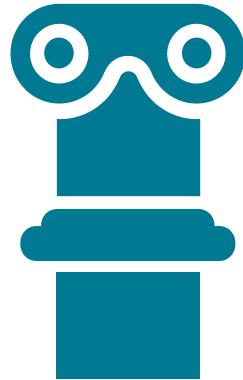
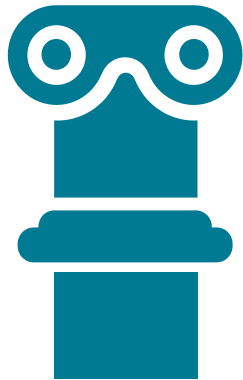
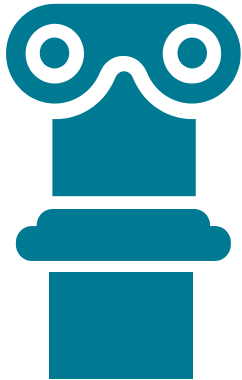
# Measurement Instrument

Relationship Building  
**16 questions**

Innovation  
**16 questions**

Setting Direction  
**16 questions**

Enabling  
**16 questions**



Total

**64**